

Field Manual
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Theater Level Human Resources Support

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Preface

This document is intended to help guide Human Resources (HR) actions and enable decision making in supporting commanders and Soldiers in a deployed theater of operation. FMI 1-0.02 is the Army's source of doctrine for theater-level HR Support. Coupled with its sister FMI 1.0.01, S-1 Operations and the capstone FM for HR Doctrine, FM 1-0, Human Resources Support; the Army has a complete library which details HR support at all levels of execution. This FMI describes HR doctrine at the theater level and how it fits into the Army's current and future operational concept across the full spectrum of Army operations.

PURPOSE

FMI 1-0.02 provides a comprehensive view of HR support practices at the deployed theater level. This manual does not necessarily prescribe detailed procedures for the HR support functions that leaders must perform and oversee in a theater of operations, but provides sufficient information to allow for execution of all required HR missions and functions dictated by current operational requirements and anticipated future actions. It outlines the doctrinal base for developing operational plans and associated standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using the military decision-making process (MDMP), troop leading procedures and mission enemy terrain and weather, troops and support available, time available, civil considerations (METT-TC) considerations.

WHAT HAS CHANGED

As Army transformation has progressed, HR support and services have evolved. The stovepipe structures of the Cold War era have been replaced with modular organizations that provide the commander with tailorable, flexible options to cope with the many challenges HR professionals face during military operations. Another key change involves making Brigades capable of independent HR operations, regardless of location. In the past, S-1 sections at the Brigade/Brigade Combat Team (BDE/BCT) and Battalion levels have had to rely on support from higher echelons (Division G-1, installation MPD and/or the supporting Personnel Support Battalion) to support the commander and the Soldier. A combination of increased training, newly fielded equipment, more robust communications and additional manpower have made S-1-centric HR support to the BDE/BCT-centric Army possible. At the theater level, where this FMI is focused, the theater personnel commands have been replaced by a Human Resources Sustainment Center (HRSC), which is also modular and scalable based on operational requirements. This organization is not another layer in the HR management process, but rather serves as an integrator for all HR support in the theater. Flexibility and coordination with Command and Control (C2) and HR technical guidance issues between theater assets and supported units is essential to meet METT-TC communications and distance challenges concerning support. FMI 1-0.02 delineates these changes and many others in the HR arena, carefully outlining the capabilities and responsibilities of HR leaders and organizations as they support deployed commanders and Soldiers.

SCOPE

Chapter 1 discusses the mission, characteristics, core competencies and functions of HR support in the theater of operations. Chapter 2 outlines Army/Army Service Component Command (ASCC) G-1 roles and responsibilities and its relationship with the HRSC, as these are key elements and teammates

in providing theater HR support. Chapter 3 describes the HRSC and its structure, mission and responsibilities in the deployed theater. Chapter 4 details postal support and how the HR organizations are tailored to meet this critical mission area. Theater R5 operations (Reception, Replacements, Return-to-duty, Rest and Recuperation, and Redeployments) are described in Chapter 5. This area, which has received considerable attention in recent deployments, is also scalable to theater mission requirements. Chapters 6 and 7 cover casualty operations and personnel accounting and strength reporting (PASR), respectively. The appendices are planning and management tools for HR core competencies and operations and are designed to assist commanders and HR operators in establishing Standing Operating Procedures (SOPs), Operations Plans (OPLANS) and/or command policies.

APPLICABILITY

FMI 1-0.02 applies to all Army leaders regardless of component. This doctrine applies across the full spectrum of operations (offensive, defensive, and stability). Army headquarters serving as a Joint Force Land Component Command (JFLCC) or Joint Task Force (JTF) headquarters should refer to JP 1-0, Doctrine for Personnel Support to Joint Operations and other joint publications.

ADMINISTRATIVE INFORMATION

Although this manual does not implement any international agreements, the material presented herein is in accordance with related international agreements.

The proponent of this publication is the US Army Adjutant General School. Send comments and recommendations to agdoctrine@jackson.army.mil or on DA Form 2028 directly to Commandant, US Army Adjutant General School, ATTN: ATSG-AG-CD, 10000 Hampton Parkway, Fort Jackson, South Carolina.

This publication applies to Active Army, U.S. Army Reserve and Army National Guard that prepare doctrinal publications.

Introduction

Human resources (HR) doctrine must be complete enough for HR professionals to focus on what must be accomplished, yet not so prescriptive that it prohibits the freedom to adapt to operational circumstances and the unique requirements that often occur in military operations. Much like the tactical commander, HR professionals must be versatile and flexible enough to sustain uninterrupted HR support in today's contemporary operating environment. To lay out a doctrine so complete as to outline all the possibilities would tie the hands of the HR practitioner. Knowledge of doctrine, combined with expertise and experience, provides a strong foundation for superior planning and execution.

This manual outlines how the HR professional ensures reliable, responsive and flexible support for commanders, Soldiers, and DOD civilians located in the AOR (Area of Responsibility). It defines objectives and standards for conducting continuous theater HR operations from initial entry into the theater to cessation of hostilities to redeployment. Additionally, this interim field manual outlines those conditions and missions the HR professional must anticipate. We must stay focused on these capabilities because they are among the key components in conducting and sustaining successful full spectrum operations. If we rely too much on prescription and deny commanders flexibility, then we undermine the ability of units and commanders at all levels to operate effectively.

HR doctrine describes how HR support contributes to current and future forces operations and how HR professionals, organizations and systems play a critical role in support of maneuver, maneuver support and maneuver sustainment forces in Army, Joint, Interagency and Multinational (JIM) operations. This manual reinforces the Army's vision that people and readiness are the focus of HR support.

Chapter 1

Introduction to Theater Human Resources (HR) Operations

Theater HR operations plan, prioritize, coordinate, integrate and execute the delivery of HR support to deployed Soldiers, units, and selected DOD civilians, conducting operations in a deployed theater of operations. Theater HR operations are complex and involve the integrated action of various G-1 staff sections, Standard Requirement Code (SRC) 12 HR units found in Sustainment organizations, and S-1 sections operating within deployed battalions and BDEs/BCTs.

1-1. The focus of this Interim Field Manual is the actions of the G-1 sections operating at the operational level of war and the HR (SRC 12) units that provide support in the execution of the theater HR core competencies.

1-2. HR transformation uses a rule-of-thumb to determine task responsibility for the various HR tasks and supporting organizations. The rule-of-thumb is as follows:

- Tasks performed for Soldiers while in garrison and deployed are performed by S-1 Sections (Battalion/Brigade/BCT).
- Tasks performed for Soldiers, and other supported populations, while in garrison only are performed by IMA Military Personnel Divisions (MPD).
- Tasks performed for Soldiers while deployed only are performed by SRC 12 HR units.

1-3. It is the third portion of the rule-of-thumb which is the primary focus for Theater HR support. Tasks performed in the deployed theater are planned and prioritized by the Army/ASCC or Corps (acting as ARFOR (Army Forces)) G-1 section and executed by supporting SRC 12 HR units.

THEATER KEY ORGANIZATIONS

1-4. The key organizations in theater HR operations are the ARFOR (either ASCC/Army or Corps or, in some cases, Division) G-1 section which establishes theater policies, priorities and direction for the delivery of HR support within the theater and the various HR units which provide the support within the theater. The Human Resources Sustainment Center (HRSC) is the key SRC 12 structure at the “top of the system” in the theater. The HRSC supports both the ARFOR G-1 and the Theater Sustainment Command (TSC) or Expeditionary Sustainment Command (ESC) through the supervision and delivery of HR technical guidance to the SRC 12 structures providing support. The Theater Gateway (TG) R5 Team and the Military Mail Terminal (MMT) Team, supporting HR Companies, Casualty Liaison Teams (CLT) and HR Operations Cells within Sustainment brigades and ESCs are the HR elements which receive direction and technical guidance from the HRSC and perform theater HR support.

THEATER CORE COMPETENCIES

1-5. Theater-level HR operations occur in all of the core competencies described in FM 1-0, Human Resources Support, but are defined by the third rule of thumb above in four of the competencies: Personnel Accounting and Strength Reporting (PASR), Reception, Replacement, Rest and Recuperation, Return to Duty, and Redeployment (R5) Operations, Casualty Operations and Postal Operations. These four core competencies are the principal focus of the theater SRC 12 HR structures and provide the support to deployed organizations generally beyond the capability of Brigade/Battalion S-1 sections and Division G-1 sections. These core competencies are the center of gravity of transformed theater-level HR operations.

1-6. PASR is clearly conducted by S-1 sections and the Division G-1 while deployed, but PASR is also conducted when not operating in the deployed theater. However, PASR has a unique and critical role in deployed HR operations at the theater-level. The timely establishment of the deployed theater personnel database and the ability of HR elements to accurately depict the number of deployed personnel, the daily location of the deployed personnel, and the location and status of personnel as they transit the deployed theater has emerged as a DOD-directed requirement for the Army. The Defense Theater Accounting System (DTAS) was created as a result of this requirement based on Lessons Learned from the early stages of the Global War on Terror and as a result of the inability of deployed forces to accurately track deployed personnel and determine deployed strengths. Theater PASR starts with the establishment of the DTAS database by the ASCC/Army G-1 and the PASR/PRM/IM division of the HRSC prior to the initial flow of personnel into the theater. The DTAS database must be operational as the first Soldiers arrive, as all arriving Soldiers and units must be accurately entered in the system to ensure accurate PASR throughout the duration of the theater-level operation. PASR operations are a focus of the early entry HR elements. PASR is a continuous process and the management of the DTAS database by the HRSC is the key enabler for effective theater deployed PASR. It is the early establishment of this DTAS database by the theater-level SRC 12 organizations that allows the PSDR-enabled S-1 sections to provide the required “bottom of the system” data which ensures accuracy and compliance with DOD directives. The theater PASR system also provides the data required for PRM managers to ensure sufficient strength is maintained to provide the personnel elements of combat power required in the theater.

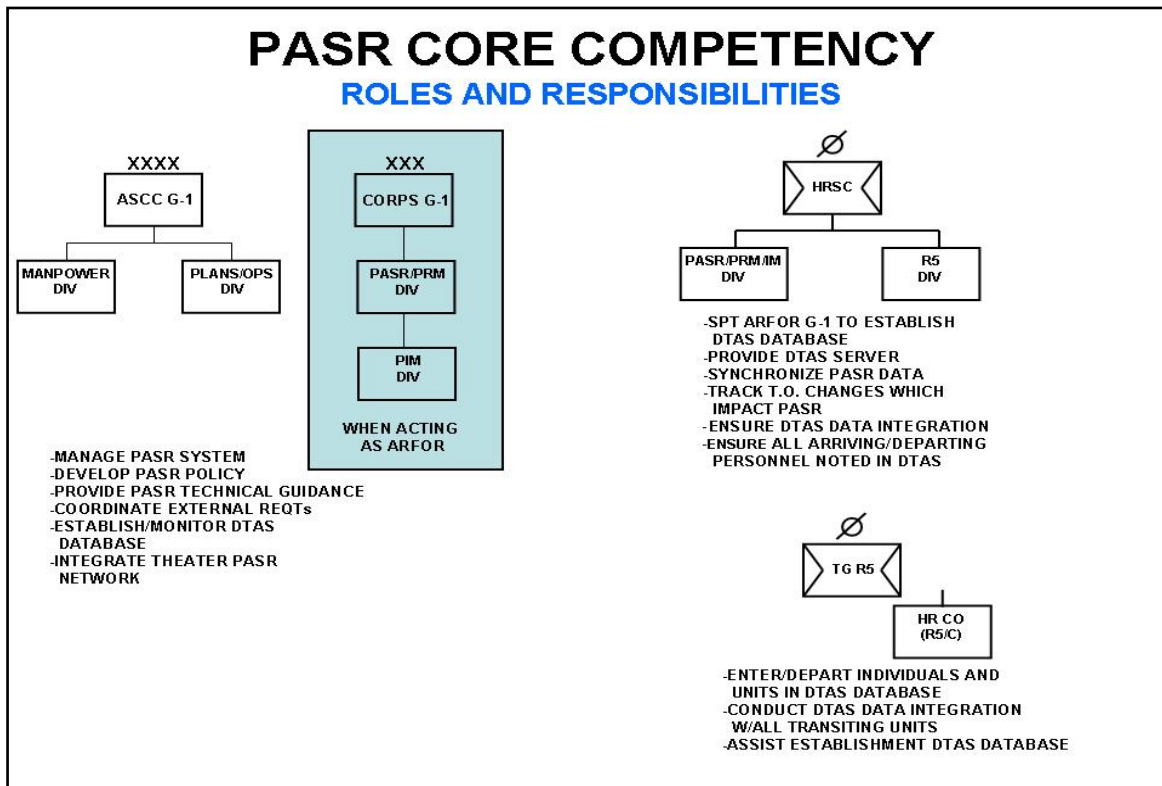


Figure 1-1 PASR Roles and Responsibilities in Theater HR Operations

1-7. Effective theater R5 operations complement the PASR effort by ensuring that there are HR organizations and systems that initiate personnel accountability at all entry points into the theater and that Soldiers and units can be tracked as they enter, transit, and depart the theater. Structured R5 operations ensure that the deployed theater database is accurately populated as Soldiers and units enter the theater and updated as they move about the theater. The key task executed by R5 elements and centers is personnel accounting. R5 elements coordinate, and in some cases, execute the supporting tasks that facilitate the personnel accounting task, but it is the personnel accounting task which is critical. Theater R5 operations are planned and prioritized by the ARFOR G-1, and are then executed by the TG R5 Team and supporting

HR company (R5) and other R5 elements located throughout the theater as determined by rules of allocation and tied to personnel flow rates. The inter-theater APOD is the key R5 hub for the theater. It is the location of initial entry and ultimate departure from the theater and it is at this APOD that the TG R5 Team establishes the TG R5 Center (with the support of an HR Company (R5)). Smaller intra-theater APODs may require SRC 12 R5 support if the daily flow of personnel transiting that APOD is sufficient. The HRSC provides the technical guidance for the R5 system through the supporting HR Operations Cells (HROC) in the ESC and Sustainment brigades to subordinate R5 elements. S-1 sections complement this system by performing R5 tasks within their elements for the small-scale movements conducted within the BDE/BCT AO and in movement to the intra-theater APOD. Effective R5 operations ensure an effective and accurate PASR system in the deployed theater. The R5 Roles and Responsibilities in Theater HR Operations are shown in Figure 1-2.

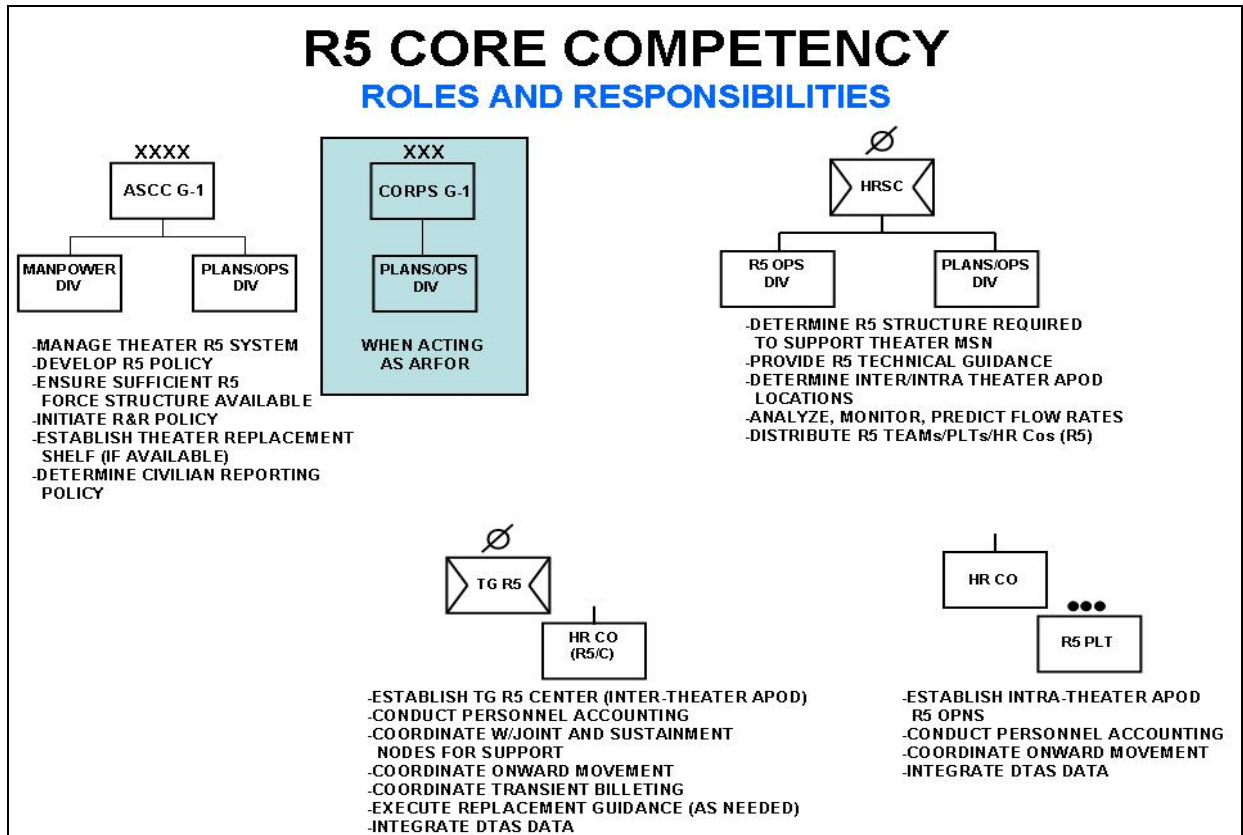


Figure 1-2 R5 Roles and Responsibilities in Theater HR Operations

1-8. Theater casualty operations are a critical function for HR organizations within the theater. The timely and accurate collection, recording, reporting, tracking, verifying, and processing of casualty information provide for effective and timely casualty notification, casualty tracking and personnel readiness. For the first time, trained casualty elements are positioned at key locations throughout the theater with the required equipment, training, connectivity and system access to support casualty operations. Casualty Liaison Teams (CLTs) provide the majority of the casualty structure. CLTs are located at all theater Combat Support Hospitals (CSHs), MA Companies, and Division and Corps G-1 sections to perform casualty operations. PSDR-enabled BDE/BCT S-1 sections are also equipped and trained to assist with initial reporting and Soldier record access. The HRSC plays a vital role in this process by establishing the deployed theater Casualty Area Command for the theater with the Casualty Operations Division (COD) of the HRSC. The COD is augmented by a CLT and Casualty platoon HQs for large theater operations. The Roles and Responsibilities of Casualty Operations are shown in Figure 1-3. The Defense Casualty Information Processing System-Forward (DCIPS-FWD) network is the casualty reporting system used within the theater. The Joint Patient Tracking Accounting (JPTA)_system assists G-

1 and casualty personnel with patient tracking. Deployed CLTs are under the operational control of the theater Casualty Area Command while performing casualty reporting tasks. The theater Casualty Area Command is the link from the deployed theater to the Casualty and Mortuary Affairs Operations Center (CMAOC) at the Human Resources Command (HRC). Casualty reporting processes are described in AR 600-8-1, Army Casualty Program. Casualty tracking and supplemental reporting is conducted at Medical Treatment Facilities (MTF) outside the theater by Table of Distribution and Allowances (TDA) CLTs if provided by HRC.

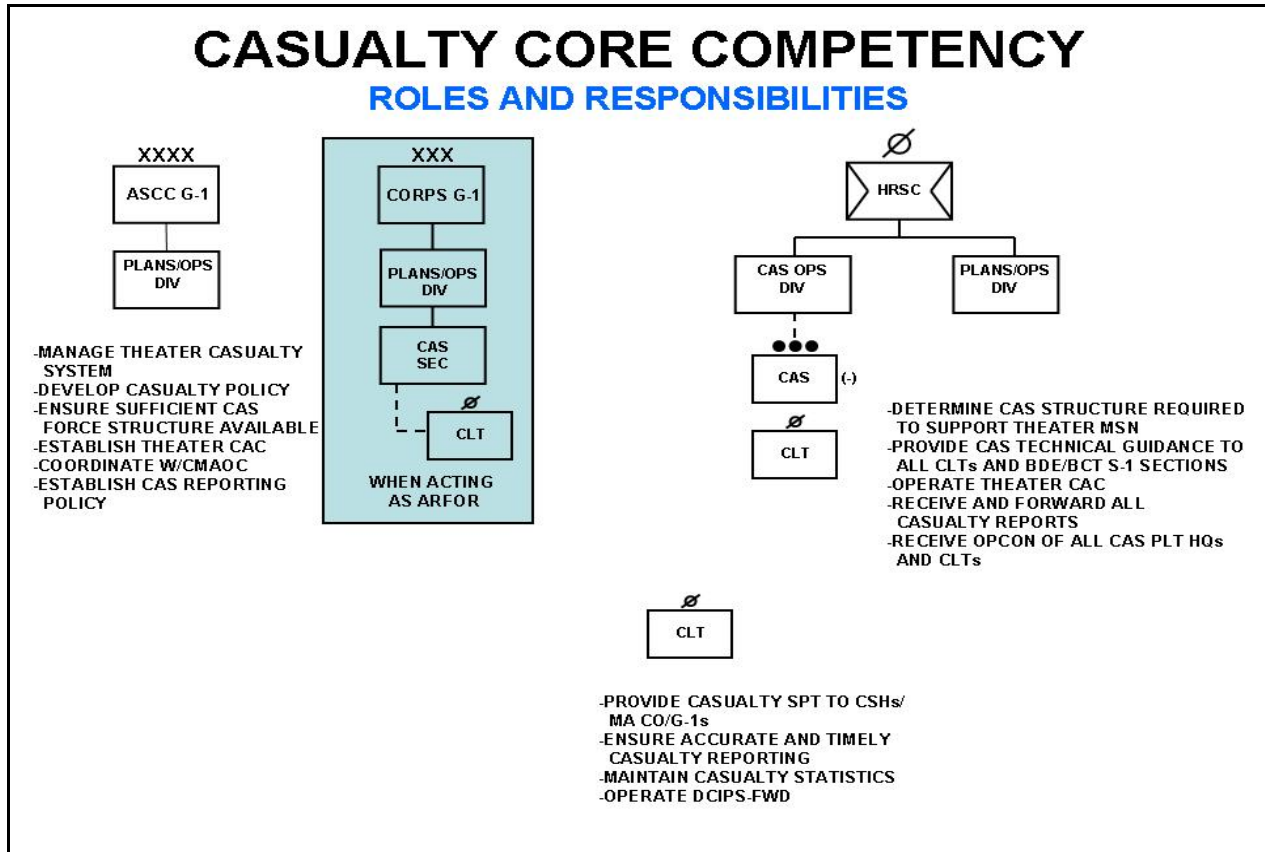


Figure 1-3. Casualty Roles and Responsibilities in Theater HR Operations

1-9. Postal operations is the last of the key Theater-level HR core competencies detailed in subsequent chapters. Distribution of mail and postal finance operations are a significant operation which requires a coordinated effort within the HR community and from external Sustainment structures that provide support for postal operations. The principle postal planner for theater operations is the ARFOR G-1 who establishes the policies and priorities which postal organizations execute. Postal organizations ensure timely delivery of mail to deployed Soldiers and the rapid movement of packages which may contain either personal articles for Soldiers and more importantly, Class IX parts to support deployed units. The HRSC Postal Operations Division (POD) provides the technical guidance for subordinate MMT Teams and HR Companies (Postal) who are SRC 12 organizations which execute the postal mission. HR postal organizations operate within Sustainment organizations and provide focused theater-level operations at MMTs and operate area support postal platoons supporting geographically dispersed BDE/BCTs. MMT operations are normally executed in the area of inter and intra-theater APODs and the MMT Team is capable of operating as the Army element of Joint MMTs. Postal operations are significant to the maintenance of Soldier and unit morale and are required to commence as soon as possible following deployment. The Roles and Responsibilities of Postal Operations are shown in Figure 1-4.

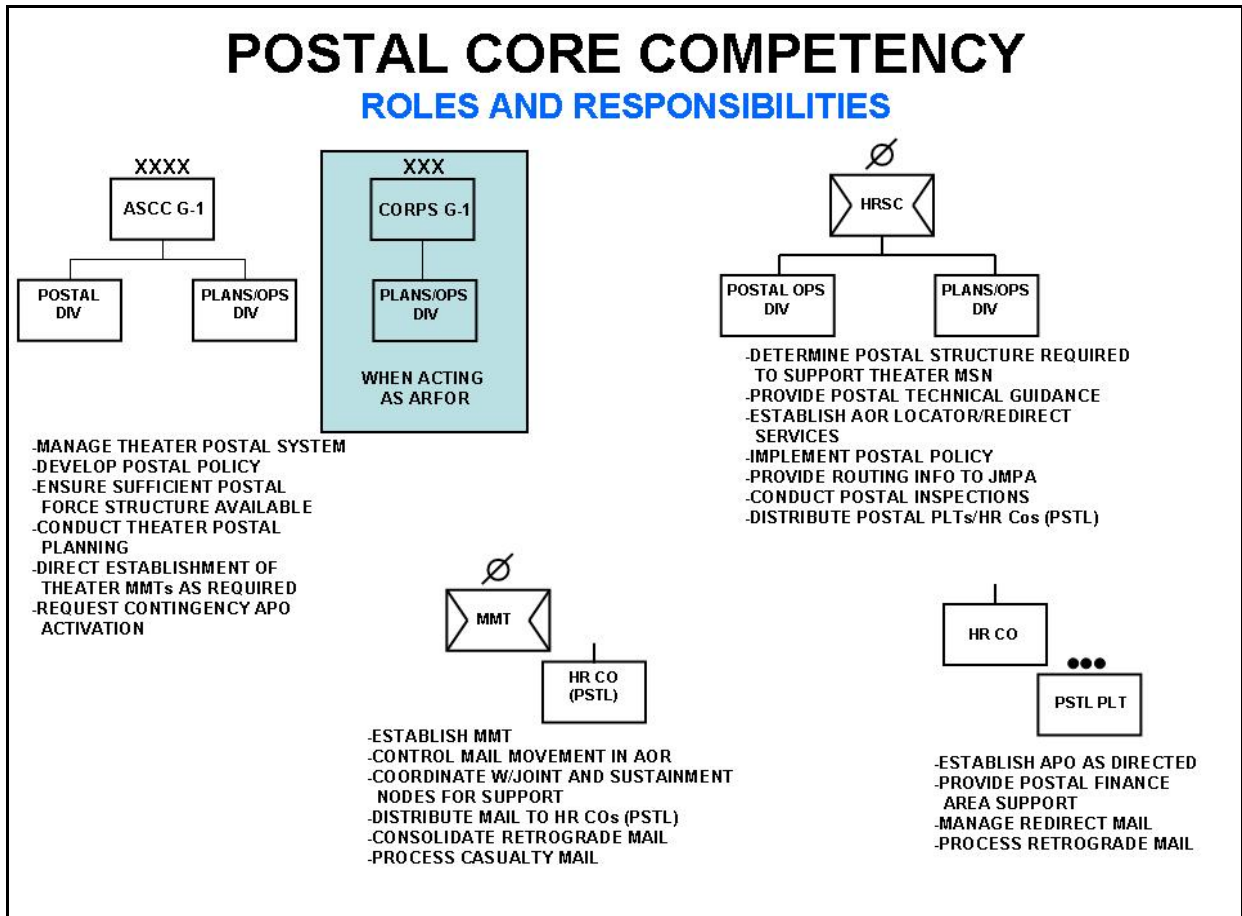


Figure 1-4. Postal Roles and Responsibilities in Theater HR Operations

1-10. The previous four core competencies represent the focus of theater HR support, but are not exclusive within the theater construct. Several other core competencies require detailed planning and execution by the Army/ASCC G-1 and subordinate unit G-1 and S-1 sections. These include: Personnel Information Management (PIM), Essential Personnel Services (EPS), HR Planning and Operations, and Morale, Welfare and Recreation (MWR). FM 1-0 provides sufficient detail for the execution of these core competencies within the theater construct. G-1s and S-1s must plan for the manning and execution of these tasks within their deployed structure.

EARLY ENTRY THEATER HR OPERATIONS

1-11. The effective and timely performance of the core competencies described above require detailed preparation and planning and must be established, as theater HR systems, early in the operational timeline. R5 and PASR systems must be in place prior to the flow of forces in order to ensure efficient reception, staging, onward movement, and integration (RSO&I) operations as well as the establishment of an accurate deployed theater database – the purpose for the formalization of the R5 core competency. The ability to process Soldiers into the DTAS database must exist prior to initial arrivals. Postal and casualty operations must be established as early in the flow as possible to ensure timely delivery of services. Elements of the Army/ASCC G-1 Operational Command Post (OCP), HRSC, and the TG R5 Team and supporting HR Company (R5) must be included in any Sustainment Early Entry module. The MMT Team and COD of the HRSC are the next required HR forces. Early entry SRC 12 HR structure will deploy as elements of the Theater Opening (TO) Sustainment Brigade. Early entry operations will be more fully described later in this document.

Chapter 2

The Army/ASCC G-1 and HRSC Relationship

Planning, integrating, executing, and accomplishing the theater-level HR support mission is a combined effort of the ASCC G-1 and the HRSC. They provide the key linkage between the theater and Human Resources Command. While the ASCC G-1 focus is on planning, development, and coordination of long term and current operational HR policies, the HRSC is the HR element that ensures HR policies and support are executed throughout the theater.

ARMY/ASCC G-1 MISSION

2-1. The Army/ASCC G-1 is an element of the Operational Sustainment Directorate of the Army/ ASCC headquarters and the senior HR advisor to the Army/ASCC Commander. The mission of the Army/ASCC G-1 is to enhance the readiness and operational capabilities of forces within the theater and to ensure HR support is properly planned and executed. This is accomplished through direct communication with the TSC through the HRSC.

RESPONSIBILITIES

2-2. The Army/ASCC G-1 will direct, prioritize and supervise the operations and functions of the command's HR support program for the theater or area of responsibility (AOR). Additionally, the G-1 advises the Army/ASCC commander on the allocations and employment of HR Soldiers assigned. The Army/ASCC G-1 is responsible for:

- Managing and supporting all HR core competencies
- Sustaining personnel readiness and combat power of force provider and tactical units
- Planning, developing and coordinating for long term and current operational HR policies
- Providing technical oversight for policy execution across the entire spectrum of theater-level HR support
- Coordinating and managing flow of HR units into the theater
- Identifying and coordinating external requirements in support of HR operations
- Coordinating and conducting HR functions across the entire Joint Operations Area (JOA) when serving as a Joint HQ
- Establishing the deployed theater Casualty Area Command (utilizing the COD of the supporting HRSC)
- Establishing and monitoring the deployed theater database for all Army and Joint forces
- Planning and integrating civilian personnel HR support
- Identifying and coordinating external requirements in support of Personnel Readiness Management (PRM) (to include replacement options), R5, casualty and postal operations
- Maintaining the manpower staffing for the Army/ASCC headquarters (e.g. Joint Manning Document (JMD), individual augmentees (IA), etc., this function may include the development of modified authorization documents)
- Integrating all HR Support for the Army/ASCC in both the Army/ASCC AOR and any contingency JOAs. As Army/ASCC G-1, priority of support is to Army component forces; when serving as Combined Force Land Component Commander/Joint Force Land Component Commander (CFLCC/JFLCC) C-1/J-1, the G-1 must ensure HR support for not only Army

forces but all forces (augmentation required to perform CFLCC/JFLCC and J-1 mission). Service Component Commanders normally provide personnel support to Service forces assigned to joint commands

- Incorporate unique Reserve Component (RC) program and policies as required into the theater level HR programs (Active Duty for Operational Support (ADOS))
- Directing other Command Interest Programs as directed by the ASCC Commander, such as Army Substance Abuse Program, Equal Opportunity, voting, etc.)
- Directing the operations of all military bands assigned or attached to the Army/ASCC headquarters and synchronizing music support operations with Morale, Welfare and Recreation (MWR) and strategic communications activities
- Conducting PASR for DOD civilians as directed by the Combatant Commander (CCDR) or Army G-1 Personnel Policy Guidance (PPG).

EMPLOYMENT

2-3. The Army/ASCC G-1 is responsible for all HR support in the Army/ASCC AOR. The Army/ASCC G-1 is comprised of a main command post element and a Land Component Command/Operational Command Post (LCC/OCP) element. Elements of the LCC/OCP are designated members of an early entry element which is part of the Early Entry Command Post (EECP).

ORGANIZATION

2-4. The Army/ASCC G-1 organizational structure includes the Headquarters Section, Postal Division, Manpower Division, Programs and Policy Division, Plans and Operations Division and the Operational Command Post element, and is shown in Figure 2-1.

2-5. The Headquarters Section directs, prioritizes and supervises the operations and functions of the G-1 divisions (within subordinate units).

2-6. The Postal Division provides management oversight of AOR-wide postal operations and services. This division also establishes AOR-wide postal policies, assists in coordinating the establishment of a Military Mail Terminal (MMT) and conducts postal planning for military operations.

2-7. The Manpower Division has a Headquarters Section and four branches: Awards and Actions, Individual Augmentee (IA), Enlisted Management and Officer Management Branches. This division establishes and manages the Army/ASCC awards and decorations program, identifies and establishes manpower requirements for the Army/ASCC headquarters, including personnel augmentation, maintains task force personnel summary, conducts personnel distribution analysis, establishes distribution plans upon the creation of theater replacement and casualty replacement shelves, collects and correlates critical personnel enlisted and officer readiness information, plans and manages rotation policy and assists in reconstitution and reorganization efforts.

2-8. The Programs and Policy Division includes a Headquarters Section and three branches: MWR, Retention and Education, Drug and Alcohol Branches. The division develops and evaluates installation plans, policies and procedures for mobilization, and MWR, develops and promulgates Army/ASCC policies and procedures and coordinates with, CFSC, AAFES and Red Cross.

2-9. The Plans and Operations Division manages Army/ASCC HR operations. The division facilitates the tracking and management of HR operations in the Army/ASCC AOR and ensures resourcing of the commander's HR guidance and priorities. The division develops RC unit and individual mobilization plans, provides G-1 representation for Army/ASCC planning and exercises, develops future HR plans, coordinates future operations, participates in joint operational planning, conducts replacement planning and prepares personnel estimates, prepares plans and orders, prepares daily updates to Chief of Operations, conducts operational mission analysis and conducts analysis of HR operations and support. The division oversees military band operations and ensures synchronization with the senior mission commander's strategic communications plan and with MWR activities.

2-10. The LCC/OCP is the early entry element for the Army/ASCC G-1. The LCC/OCP establishes and coordinates initial HR support operations for the theater.

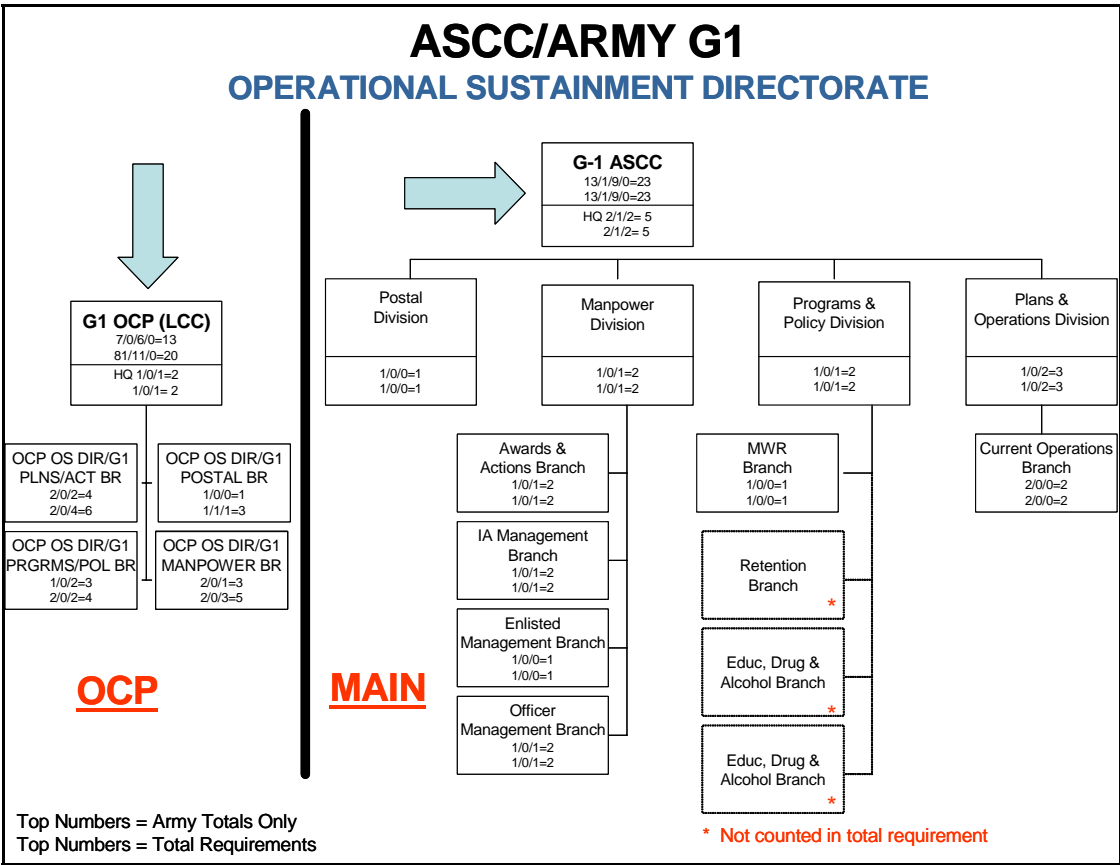


Figure 2-1. ASCC G-1 Organizational Architecture

SUPPORT REQUIREMENTS

2-11. The Army/ASCC G-1 is dependent upon the Army/ASCC Special Troops Battalion (STB) for religious, legal, health service support, military pay, HR support and administrative services, quarters and rations support, logistics, unit maintenance of organic equipment and supplemental transportation. The Army/ASCC G-1 relies on secure, continuous and survivable communications and digital information systems. The HRSC provides support to the Army/ASCC G-1 for PASR Theater Database, theater postal support and Casualty Operations Center (Casualty Area Command).

HUMAN RESOURCES SUSTAINMENT CENTER MISSION

2-12. The HRSC mission is to provide theater-level support to the Army/ASCC G-1 and TSC Commander to plan, integrate and coordinate the HR support to the theater. The HRSC is the key linkage between the Army/ASCC G-1 who provides the policy, direction, and guidance for HR support to the theater and the TSC which executes the HR support directed by the G-1. The HRSC has a defined role in supporting both of these elements to ensure that the theater HR support plan is developed with detail and is supportable with available resources within the TSC.

2-13. The HRSC is a multifunctional, modular organization (staff element) that integrates HR support throughout the theater as defined by the policies and priorities established by the Army/ASCC Commander through the G-1 and the TSC Commander. The HRSC provides planning and operations technical support to the TSC Distribution Management Center (DMC) and ASCC/Army G-1. The HRSC also provides

technical guidance to HROCs in sustainment brigades and ESCs and supported G-1s. The HRSC's flexible, modular and scalable design increases the commander's ability to tailor HR support based upon the number of Soldiers supported and METT-TC. The modular design of the HRSC further recognizes the requirement to provide support to the Army/ASCC G-1 which establishes HR support requirements, priorities and policies for the theater. This is especially critical in terms of postal, R5, PASR support and the integration of HR operations with the TSC DMC. The DMC acts as the distribution management support element for the Deputy Commander for Support Operations and is responsible for controlling the theater's Army supply chain management mission, roles and functions by balancing the existing capabilities of the distribution infrastructure with day-to-day and projected operational requirements.

RESPONSIBILITIES

2-14. General functions of the HRSC include providing technical guidance to HR Companies and supported S-1 sections in the areas of HR operations; operational planning, current and future operations; coordination to support the TSC and Army/ASCC G-1; ensuring connectivity and resource support for postal, R5 and casualty units; integrating personnel data when necessary; and participating in the TSC distribution management process. HRSC responsibilities include:

- Integrating HR support as defined by the Army/ASCC Commander and TSC Commander
- Sustaining combat power and synchronizing HR functional responsibilities within its AOR
- Planning, coordinating and integrating theater HR support for the Army/ASCC (with emphasis on theater-level core competencies which include postal operations, R5 operations, casualty operations and PASR support)
- Integrating HR support at the Army/ASCC level and providing technical guidance to subordinate HR Operations/Support Operations Section (SPO) cells, subordinate S-1s and G-1s and HR Companies and their subordinate platoons
- Managing personnel accountability, data access/reporting/analysis, casualty operations, postal and R5 operations
- Providing technical support to postal, R5 and casualty units as well as provide personnel guidance to G-1s and S-1s as needed

EMPLOYMENT

2-15. The HRSC is deployed to the JOA to support the Army/ASCC with HR support as directed by the TSC Commander/ASCC G-1. The HRSC will be required to conduct split-based operations and an increase in its mobile capability is required to allow it to support both the TSC DMC and the Army/ASCC G-1.

ORGANIZATION

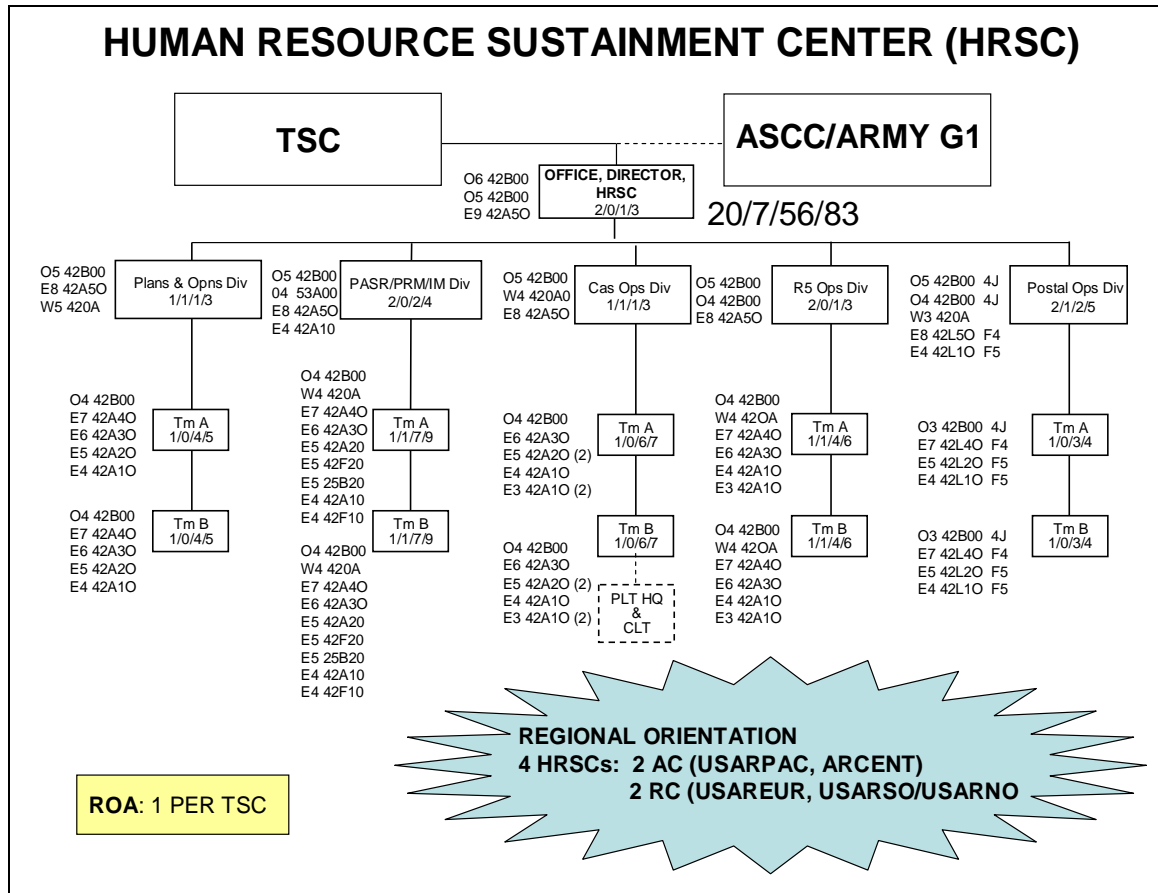


Figure 2-2. Human Resources Sustainment Center (HRSC)

2-16. The HRSC consists of five divisions: Plans and Operations Division, PASR/PRM/PIM Division, Casualty Operations Division, R5 Operations Division and POD. See Figure 2-2. Each of the divisions is further divided into two teams for theater mission support. The boxed areas of the structure represent the elements which would support the G-1 and the remainder would provide HR support and technical expertise to the TSC DMC.

2-17. The Plans and Operations Division of the HRSC assists the Army/ASCC and TSC DMC as needed for managing current operational requirements and planning both long and short range HR missions across the theater. The division develops and maintains internal HR plans and policies for training. The Plans and Operations Division also manages internal deployment plans and contingency operations as well as assists the HRSC Chief and Army/ASCC G-1 with internal mission support, plans and execution of support operations. Team B from the Plans and Ops Div supports the G-1 and ensures that the theater execution plan is synched with the policies and priorities established by the G-1.

2-18. The PASR/PRM/PIM Division provides the Army/ASCC G-1 with all theater personnel readiness analysis, PASR and information management. The HQs section and Team A of the PASR/PRM/IM Division directly support the G-1 and establish the theater deployed database. The division will focus on assessing unit readiness and identifying critical personnel requirements. The strength reports from the theater are collected, analyzed and reported to the Army/ASCC G-1. The division analyzes and provides projected readiness status allowing the G-1 and the ASCC Commander to assess combat capability, support intelligence and logistical preparation on the battlefield. This division ensures the R5 Division has all necessary strength reports to implement appropriate replacement priorities based on guidance from the Army/ASCC G-1 and for those replacements that arrive in theater without pinpoint assignment orders. The division manages the theater hierarchy and makes adjustments as the G-3 updates and modifies task

organization. This includes providing management of the theater personnel databases (currently DTAS/Electronic Military Personnel Office (eMILPO) and in the future Defense Integrated Military Human Resources System (DIMHRS). The division is responsible for synchronizing personnel data and providing real-time information to all other divisions in the HRSC as well as the Army/ASCC G-1 and the TSC DMC. The server hardware required to operate the theater DTAS database will be found in this section. Two sets of hardware will be maintained to ensure support to both the TSC DMC and the Army/ASCC G-1. The majority of the section will normally support the Army/ASCC G-1 while deployed, as PASR is the responsibility of the G-1.

2-19. The Casualty Operations Division (COD) will oversee all casualty reporting in a theater of operations and will establish the theater deployed Casualty Area Command under the Army/ASCC G-1. The Casualty Area Command is responsible for the receipt, processing and forwarding of all casualty reports in the theater. The COD will collect casualty reports from the BCT S-1s and the Casualty Liaison Teams (CLT) and submit them to HRC. They also maintain and provide casualty data and briefings for the Army/ASCC G-1. The division must coordinate with G-4 on all mortuary affairs (MA) issues including research needed to identify or determine the disposition of remains. The division assists with validating casualty mail information and reports all casualties from DOD civilians, multi-national forces and personnel from other services along with coordinating all joint casualty requirements as directed by the Joint Force Commander and as guided by established Army support to other Services (ASOS) requirements. If a person from another Service becomes a casualty and the sponsoring Service is not in the immediate area, the Casualty Area Command that would submit a report for Army personnel will handle the initial reporting. The format for these reports is the same as when reporting Army personnel. The Casualty Area Command will address the reports to the Director, CMAOC, which will coordinate with the responsible service.

2-20. The R5 Operations Division assists the Army/ASCC G-1 with planning and operational oversight of R5 operations in the theater. The division coordinates with various staff elements for deployment and redeployment plans and interfaces with Air Force elements for movement requirements and scheduling. The division monitors, analyzes and predicts projected passenger flow rates for the various R5 categories in both directions to ensure theater R5 assets are adequately resourced and effectively positioned. The division interfaces with the PASR/PRM/PIM Division for the Theater/ASCC G-1's guidance on replacement priorities and also ensures the CONUS Replacement Centers (CRC) are following theater replacement guidance. The R5 Operations Division provides a team to assist the Army/ASCC G-1 in developing the theater R&R and intra-theater pass policies and implementation plan based on Army/ASCC G-1 and Commander's guidance. The division analyzes the R&R policies to provide necessary projected flow rates for the G-1 for proper distribution of R&R platoons and teams across the theater. After operations begin, the R5 Operations Division continues to coordinate with CONUS APODs and Air Force planners concerning personnel flow and develops the Return to Duty policies and procedures based on Army/ASCC G-1 guidance in conjunction with the Army/ASCC surgeon. The division continuously maintains, analyzes and reports R5 statistics to the Army/ASCC G-1. The R5 Operations Division provides technical support to the TG R5 Team and all R5 elements in the theater.

2-21. The POD will provide through the Army/ASCC or TSC DMC technical oversight and compliance support to all postal units in the theater, including the MMT Team. The POD is capable of deploying a portion of the division to assist in TG postal operations or to perform postal inspections during sustainment operations. The POD directly supports the Army/ASCC G-1 to establish theater postal policy and coordinates with the appropriate agencies to execute the of Enemy Prisoner of War (EPW) mail mission. The POD ensures appropriate Military Postal Service resources for postal responsibilities in the theater as requested by the Army/ASCC or JFLCC Commander.

2-22. The HRSC receives HR policy guidance from HQDA G-1 PPG, HRC and other national-level HR Organizations (Reserve Component). The HRSC receives all employment and command guidance from the TSC Commander and Army/ASCC G-1. The HRSC receives life support from the TSC STB. The HRSC is capable of deploying teams from every division to support both the TSC and Theater Headquarters or (ESC) as required based on the nature of the deployment.

SUPPORT REQUIREMENTS

2-23. The HRSC is dependent upon the TSC STB and, during split section operations, the Army/ASCC STB for religious, legal, health service support, military pay, HR support and administrative services, quarters and rations support, logistics, unit maintenance of organic equipment and supplemental transportation. The HRSC relies on continuous, survivable, secure and non-secure communications and digital information systems.

HRSC SUPPORT TO ARMY/ASCC G-1 AND TSC

2-24. The HRSC is attached to the geographically oriented TSC and can be split to support both the Army/ASCC G-1 and the TSC to execute the theater sustainment mission. As the TSC is the overall sustainment executor, the TSC has an internal admin structure that provides support only for the Division G-1 and Sustainment Brigades and has no direct theater wide applications.

2-25. The HRSC Director task organizes the HRSC to support both primary HR providers at the theater-level, the ASCC/Army G-1 and the TSC DMC, as depicted in Figure 2-3. In this case, the HRSC is task organized as follows to the ASCC/Army G-1:

- The entire COD, which, when augmented with a Casualty Platoon Headquarters and a CLT, establishes the theater Casualty Area Command reporting directly to the ASCC/Army G-1
- The Headquarters section and Team A of the PASR/PRM/IM Division establishes the theater deployed database, which is critical for accurate PASR data, allowing the ASCC/Army G-1 to maintain an accurate deployed database.
- Team B from the Plans and Operations Division, R5 Division and Postal Division support the ASCC/Army G-1 in their area of expertise to ensure that the theater execution plan is synched with the policies and priorities established by the G-1.

2-26. The HRSC is task organized as follows to the TSC DMC:

- Headquarters sections and Team A of the Plans and Operations Division, R5 Division and Postal Division task organize with the TSC DMC to conduct the planning and coordination for the theater execution of their core competencies. These sections work through the DMC to the supporting ESC HR Operations Cell or Sustainment Brigade HR Operations cell.
- Team B of the PASR/PRM/IM Division works within the TSC DMC to provide required database support for the TSC and the theater in support of the ASCC/Army G-1

2-27. The HRSC may also be required to support an ESC with a theater opening mission before the arrival of the TSC or in the case where the TSC will remain in Sanctuary. METT-TC will drive the task organization in that case and the intent of any HRSC elements deployed would be to augment the capabilities of the ESC HR Operations Cell in the ESC.

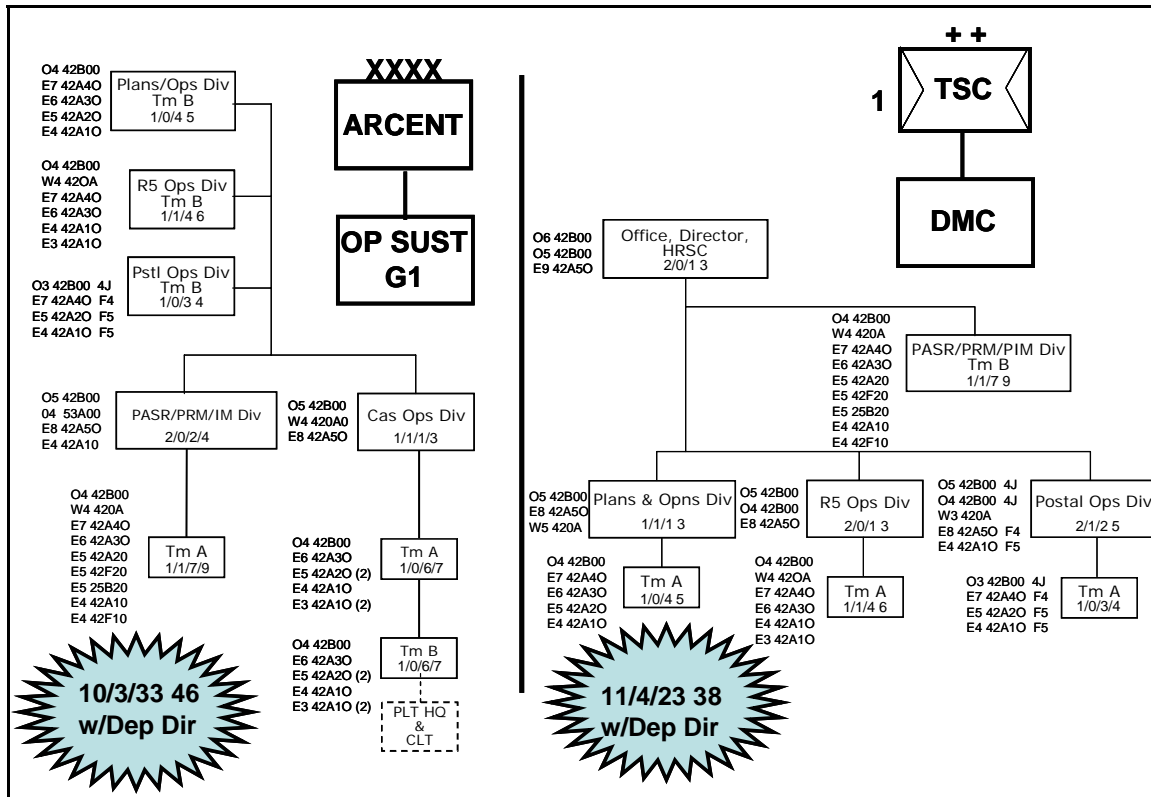


Figure 2-3. HRSC Support to Army/ASCC G-1 and TSC

Chapter 3

Human Resources – Sustainment Relationship

HR support is a key element of the newly defined Sustainment Warfighting Function and is an integral piece of the Sustainment structure and doctrine. The revised FM 3-0, Operations, replaces Battlefield Operating Systems with Warfighting Functions, which are defined as: a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives.

3-1. The Combat Service Support Battlefield Operating System has been replaced by the Sustainment Warfighting Function. The Sustainment Warfighting Function is defined in FMI 5-0.1, Operational Process, as:

The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. It includes those tasks associated with—

- Maintenance.
- Transportation.
- Supply.
- Field services.
- Explosive ordnance disposal.
- Human resources support.
- Financial management support.
- Health service support.
- Religious support.
- Band support.
- Related general engineering.

3-2. Additionally, FM 3-0, Full Spectrum Operations, defines sustainment as the provision of logistics, personnel services, and force health protection necessary to maintain and prolong operations until successful mission accomplishment. Personnel services consist of the following:

- Human Resources Support
- Religious Support
- Financial Management Support
- Legal Support.

3-3. The emergence of the Sustainment Warfighting Function and clarification of definitions make it doctrinally correct to place Theater HR structure within the Sustainment structures that will execute the theater-level sustainment Warfighting Function. Additionally, the loss of HR C2 capability above the company-level makes it practical to embed HR organizations in sustainment structures. It is critical for the understanding of this relationship to define the elements of the relationship and describe command and control and support relationships, for all stakeholders, HR providers, sustainment commanders and staffs, supported organizations.

3-4. Transformed BDE/BCT and Battalion S-1 sections will continue to perform all internal HR support in accordance with FM 1-0 and FMI 1-0.01. The role of S-1 sections remains constant. The SRC 12 HR organizations which execute the theater postal, R5, casualty and support the theater PASR core competencies are subordinate to sustainment commanders within the TSC. Figure 3-1 provides a

schematic drawing of the command and control relationship between SRC 12 HR organizations and the theater sustainment organizations.

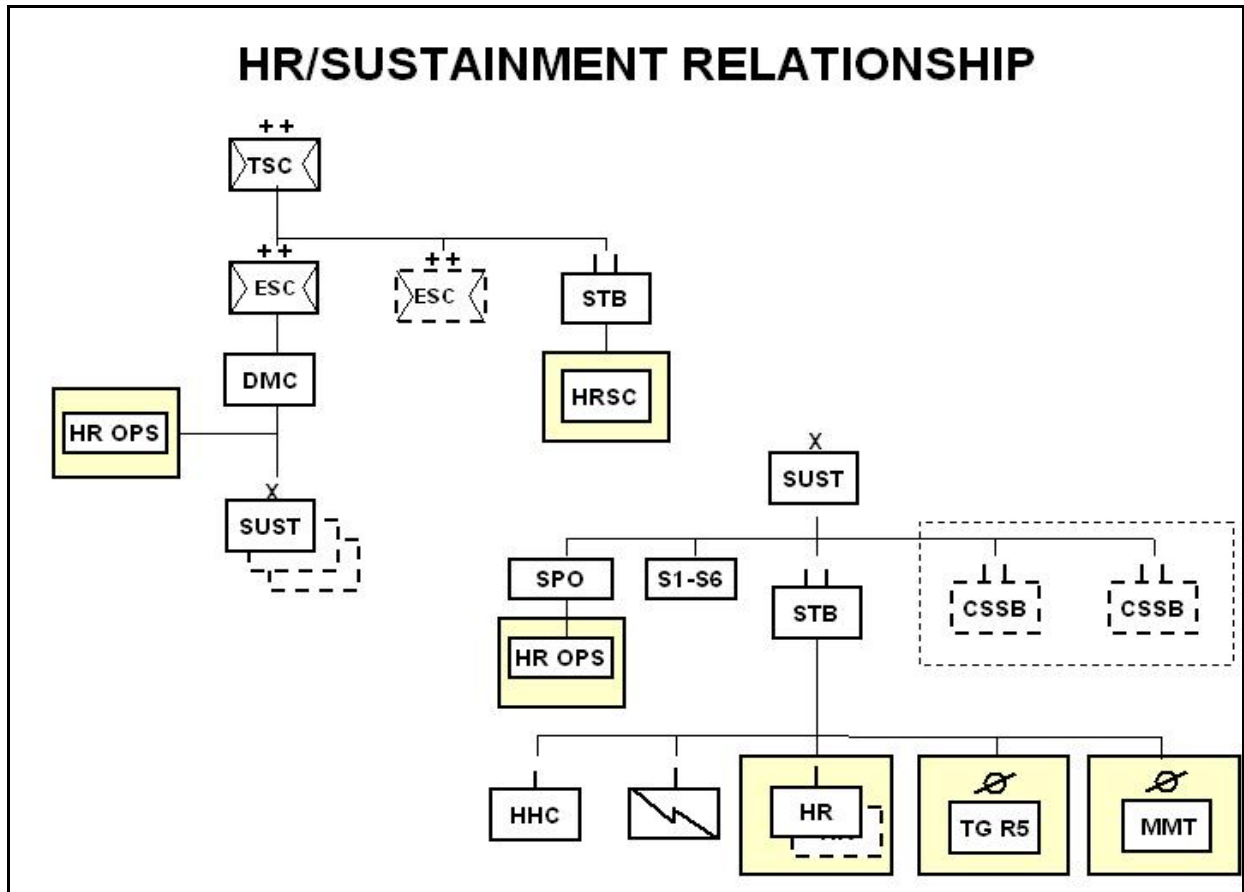


Figure 3-1. HR Organizations Within the Theater Sustainment Structure

3-5. The HR Operations Cell (HROC) of both the ESC and sustainment brigade are not SRC 12 organizations. The HROC is made up of HR professionals (Area of Concentration (AOC) 42H, Career Management Field (CMF 42)) but are embedded cells within SRC 63 sustainment organizations. The HROC plans, coordinates, integrates and manages current and future HR support within the ESC/sustainment brigade area of operations. FM 1-0, HR Support, provides detailed information on the functions and responsibilities of the HROC.

THEATER HR RELATIONSHIPS

3-6. SRC 12 HR organizations have varying relationships within the deployed theater as they provide HR support. The key relationships include the C2I relationship within the sustainment structures, the provision of technical guidance from the HRSC, through the various HROCs, and the supported to supporting relationship between the SRC 12 organizations and the G-1s and S-1s. Figure 3-2 provides a conceptualization of the various HR – sustainment relationships within the theater.

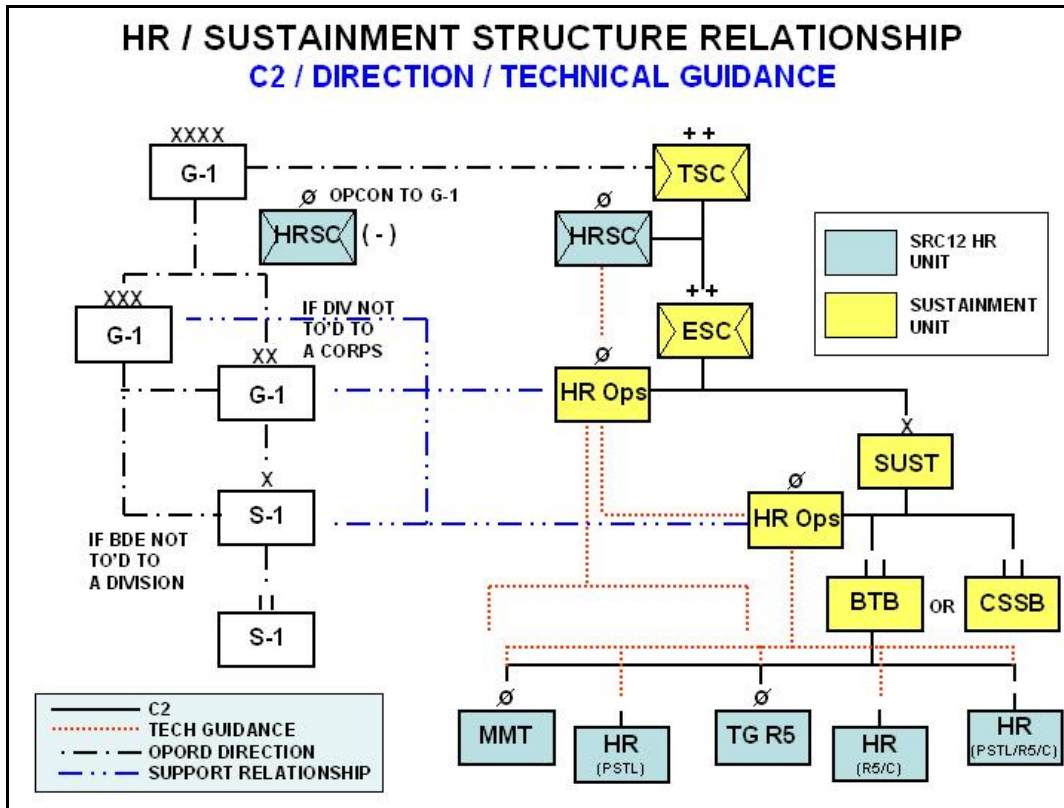


Figure 3-2. HR/Sustainment Relationship within a Deployed Theater

3-7. The Army/ASCC G-1 (and the Corps/Division G-1 when acting as the ARFOR G-1) is responsible to the Army/ASCC Commander for all HR support within the Army/ASCC AOR. The Army/ASCC G-1 discharges this responsibility through the establishment of theater HR policies, priorities, procedures and planning guidance for all Army/ASCC organizations. Additionally, the Army/ASCC G-1 provides the following:

- Management for all HR core competencies.
- Planning, development and coordination for long term and current personnel policies.
- Technical oversight for policy execution across the entire spectrum of theater-level HR support.
- Identification and coordination of external requirements in support of HR operations.
- Establishment of the deployed theater Casualty Area Command.
- Establishment of DTAS to support PASR.

3-8. The Army/ASCC G-1 executes these tasks and directs theater-level organizations to perform HR tasks through the OPLAN/OPORD process through the publication of Appendix 4 (Personnel) to Annex I (Service Support) of all Army/ASCC orders. Additionally, the G-1 will include additional tasks for HR organizations in supporting Fragmentary Orders (FRAGOs) published by the Army/ASCC G-1. Similarly, Corps and Division G-1s will similarly task supporting HR elements task organized to their organizations through the MDMP process. Plans and Operations sections of all G-1 elements are the critical executor of this process and must remain engaged and involved with the staff planning process within their respective headquarters.

3-9. Command and control of all of the SRC 12 HR organizations resides within the deployed theater sustainment organizations, in most cases. The HRSC is assigned to the STB of the TSC and supports both the TSC DMC and the Army/ASCC G-1. HR Companies, either postal or R5, TG R5 teams and Joint Military Mail Terminal (JMMT) Teams are all assigned or attached to the Brigade Troops Battalion (BTB) or a Combat Service Support Battalion (CSSB) within a sustainment brigade. The highest level of “pure”

HR command and control is found in the HR Company, an organization commanded by an AOC 42H Major (MAJ). The embedding of HR organizations within sustainment organizations is in keeping with the sustainment warfighting function construct and places HR organizations near critical resources needed to facilitate the postal and R5 core competencies.

3-10. Technical guidance is provided for the theater SRC 12 HR organizations by the HRSC which is responsible for the coordination, integration and execution of the postal, R5, and casualty core competencies. These theater core competencies are executed by the SRC 12 HR organizations found within the sustainment brigades. The technical guidance is provided by the various divisions of the HRSC and is passed to subordinate HROC in the ESC and the sustainment brigades and then ultimately to the SRC 12 HR organizations providing the support and executing the postal, R5 and casualty support. The structure of the HROC mirrors that of the HRSC and provides HR technical expertise to the ESC DMC and the sustainment brigade SPO section. These key cells ensure that the tasked HR support is adequately resourced and external support is coordinated within the sustainment brigades for the performance of the theater HR support plan. Like the HRSC, these cells ensure the integration, coordination, and execution of the HR core competencies within their HQs supported AOR. When the TSC does not depart sanctuary and the supporting HRSC remains in support to the TSC, the HROC of the ESC may become the principle source of technical guidance for the HR companies and teams providing theater support.

3-11. HR support requirements for subordinate organizations within the Army/ASCC are established by either the G-1 or the S-1 of the organization and are forwarded to the sustainment structure for support. Subordinate G-1s and S-1s have a supported/supporting relationship with the sustainment structure of the theater and integrate their requirements through the HROC of either the ESC or the supporting sustainment brigades. The supported/supporting relationship is similar to that of any sustainment organization seeking support. Support is requested by the G-1 or S-1 through the HROC to either the SPO or DMC (depending on level of organization) for resourcing. The establishment of a close relationship between G-1s, S-1s and the supporting HROC is critical for timely support. HR organizations will remain a constrained asset in the deployed theater, and HROC will have to recommend support priorities to both the SPO and commander to ensure constrained resources support commander priorities. The Army/ASCC G-1 (or ARFOR G-1) will reconcile prioritization issues and will ensure that as much HR structure as required is available for the theater, within the ability of the Army to source. It is key to remember that sustainment organizations exist to support warfighting organizations.

Chapter 4

Theater Postal Operations

Postal operations and services have a significant effect on Soldier and family morale. It requires significant logistics planning for issues such as dedicated air transportation, contracted ground transportation, early deployment of postal forces, robust palletization crews, facilities and specialized postal and container equipment. The Military Postal Service (MPS) was established under Title 39, Section 3401, USC, to provide postal services to the active duty and civilian components of the Armed Forces deployed or stationed overseas and are regulated by both public law and DOD directives. The MPS mission is to operate an extension of the United States Postal Service (USPS), consistent with public laws and federal regulations beyond the boundaries of U.S. sovereignty and shall provide postal services for all DOD personnel where there is no USPS available, to include DA Civilians.

THEATER POSTAL OPERATIONS MISSION

4-1. Theater postal operations establish the mail handling for the entire theater system to include all coordination for postal functions within the AOR. The mail processes require secure facilities to receive, sort and stage incoming mail and also receive mail for outbound processing and movement. Coordination with operations and transportation elements is critical for the successful movement of mail within the theater. A critical element of postal operations is the availability of a theater directory for real time access to Soldiers physical locations and connectivity for updates and theater communications. The requirements for mail capabilities are standard; however, theater environments will differ between conflicts and will require adapting mail sorting and delivery processes.

4-2. Postal augmentation requirements and logistical coordination sourcing need to be identified as early as possible during the planning phase for early entry. Postal personnel, postal assets and postal infrastructure requirements are also integrated into the Time Phased Force and Deployment Data (TPFDD) list to support the early flow of mail into the operating area. The mission and theater constraints will dictate the mail capabilities and level of services provided. Mail operations need to be scalable based on the level of mail and expected assigned theater personnel. Mail service should be initiated as soon as possible, after necessary postal personnel and assets have arrived in theater. Although the commander may determine that other forces have priority of transportation, this is normally not later than C+30, or 30 days after forces begin Reception, Staging, Onward movement and Integration (RSO&I) operations. Release of Army Post Office (APO) addresses should be accurately timed for Soldiers and their families to prevent pre-designating and returned to sender as mail may arrive in theater before a units or Soldiers arrival.

4-3. It is only after Theater postal assets (personnel, equipment, etc.) and post offices are established that the mail can begin to flow. The entire process from RSO&I of postal assets to the start of mail flow postal operations could take up to 30 days to complete. Commanders must factor in both the RSO&I and ZIP Code request process when deciding when to request APO addresses. Contingency area ZIP Codes need to be provided to the Soldiers as soon as postal service is established in theater to expedite mail routing and prevent redirect. Units should alert the APO in theater of their upcoming arrival for holding arriving mail and mail storage considerations.

4-4. Mail must be secured at all times and may require additional coordination of resources for facilities to properly protect the mail. At the start of an operation, units must plan for the volume of mail and different types of mail authorized. For planning purposes, the factor of 1.75 pounds per Soldier per day is normally used. Manpower considerations need to include allocations for personnel assigned to guard the

mail at all times. As the theater matures, mail operations can be adjusted to redirect military personnel by either contracting services or using host nation support. Host nation support provides a possible means of augmentation to postal platoons, especially when it comes to transportation of mail, however, host nation support cannot be used to handle classified mail. The rules for USPS apply to military mail operations which include maintaining the required chain of custody. Proper security requirements must be followed to receive mail and forward into or out of theater, to include securing and handling registered and accountable mail. Personnel without a U.S. citizenship and a favorable Entrance National Agency Check (ENTNAC), or National Agency Check (NAC) on file cannot handle classified mail.

4-5. Mail inspections will be conducted to ensure compliance with both U.S. and international requirements. The custom requirements of the theater must be observed and prohibited items must be screened. Theater policy and Uniform Code of Military Justice (UCMJ) prohibitions must also be observed for incoming and outgoing mail to prevent illegal or prohibited items from being shipped through military channels.

RESPONSIBILITIES

JOINT MILITARY POSTAL ACTIVITY (JMPA)

4-6. The responsibilities of the JMPA are as follows:

- Act as a single point of contact with USPS at the postal gateways
- Coordinate transportation of mail in the host nation
- Coordinate mail transportation needs with commercial carriers and the military Air Mobility Command
- Coordinate mail routing scheme changes with postal gateways and maintain the Military Zip Code database for the automated dispatch of mail
- Coordinate Postal Supply Equipment Requests
- Provide major commands and Military Department Postal Representative with information on mail processing and irregularities
- Assist the U.S. Postal Inspection Service when requested in matters relating to the processing, distribution, dispatch and transportation of military mail
- Process JMPA transportation requirements in Automated Military Postal System (AMPS)

MILITARY POSTAL SERVICE AGENCY (MPSA)

4-7. The responsibilities of the MPSA are as follows:

- Establish policy and procedures required for proper administration of the MPS
- Act as the single DOD point of contact with the USPS and other government agencies on MPS policy and operational matters
- Activate/deactivate contingency APOs in coordination with Army Commands and service components.
- Coordinate initial mail routing schemes with the JMPA(s)
- Coordinate an Integrated network of major military mail distribution and transportation facilities in overseas areas
- Establish and maintain liaison with the DOD transportation operating agencies
- Provide military postal transportation planning support to DOD components in support of the plans of the Joint Chiefs of Staff and other military operations

COMBATANT COMMANDERS

4-8. The CCDR controls theater postal personnel and resources and establishes the priority of mail movement from aerial/sea ports of debarkation (APODs/SPODs) and onward to operational areas. The

combatant command retains functional responsibility for theater postal operations. One component command will normally be appointed as the Single-Service Postal Manager (SSPM) on all postal issues in the AOR.

4-9. The CCDR has the responsibility for the following:

- Coordinate the designation of a SSPM to implement postal policies throughout the operational area (each specific area needs an SSPM to perform this function for each Combatant Commander)
- Coordinate MPS operations at all military postal activities (i.e., Military Post Offices (MPOs), Mail Control Activities (MCAs), Aerial Mail Terminals, and Surface Mail Terminals in the operational area)
- Establish, on request, additional postal restrictions or embargo procedures (this may be necessary if excessive mail volume is hampering the flow of mission-essential supplies and equipment into the AO)
- Specify any restrictions for retrograde mail, to include size and weight limitations and security screening
- Request free mail privileges IAW Title 39, USC 3401 and DODD 4525.6-M, "Department of Defense Postal Manual," if not previously established
- Identify, confirm and keep current the AO aerial port of embarkation/sea port of debarkation (APOEs/ SPOEs and APODs/SPODs)
- Ensure that individual service components develop and maintain casualty mail procedures and directory services
- Act as point of contact for all operational area AO MPS related updates, queries, congressional inquiries and service complaints
- Publish uniform procedures applicable to all service MPS activities in the AO
- Request from MPSA access to AMPS

ARMY/ASCC G-1

4-10. The responsibilities of the Army/ASCC G-1s are the following:

- Coordinate with other service components to develop contingency plans to ensure appropriate postal support for US and JIM forces and authorized personnel within an AOR
- Request contingency APO activation/deactivation from MPSA in coordination with deploying command G-1s and other Army Commands
- Develop theater postal policies and procedures
- Provide resources to perform the MPS mission throughout the AOR
- Maintain liaison with host-nation agencies
- Ensure postal irregularities and postal offenses are reported to the appropriate levels
- Identify deficiencies in the postal operating systems and take appropriate corrective actions with corresponding agency and in AMPS
- Develop procedures for addressing customer complaints, inquiries and suggestions

HRSC POSTAL OPERATIONS

4-11. The HRSC POD assists the HRSC Director and the Army/ASCC G-1 in matters of postal management within the AOR and for performing the following critical functions:

- Ensure the manning and operation of MMTs and MCAs in coordination with Single Service Manager and/or theater Air Force Postal Representative
- Establish and operate an AOR unit locator system for redirect services
- Coordinate AOR level mail transportation support for mail movement to and from all necessary locations within postal platoon(s) AO within the TSC/ESC DMC
- Implement AOR postal policies and procedures

- Establish and monitor procedures for casualty mail operations
- Determine the location and function of AOR postal units
- Coordinate the AOR EPW mail plan, and monitor its execution IAW the Geneva Convention
- Coordinate with the JTF/JFLCC/CFLCC Commander to request and ensure appropriate MPS resources (i.e., Host Nation Support, Transportation, Facilities, Equipment, etc.) are assigned for the execution of postal responsibilities in AOR
- Provide unit mail routing information to the JMPA
- Consult with JMPA to develop mail routing instructions and procedures for optimum mail delivery in theater
- Employ, establish, and develop suspect mail procedures.
- Ensure MPS personnel at all levels are knowledgeable of policies, procedures, and guidance IAW suspect mail incidents
- Collect postal statistical and historical workload information from postal units to identify trends, inefficiencies and improve postal network services
- Coordinate for AOR level postal supplies and equipment
- Appoint the AOR Postal Finance Officer and coordinate with all AOR Custodian of Postal Effects (COPE) to enforce postal finance policies, procedures and support
- Conduct Postal Inspections/ Audits
- Coordinate with MPSA for APO number assignments
- Develop Theater Postal plans
- Coordinate the establishment of a Theater Deed Letter/Parcel Branch
- Provide MPS postal net alerts, situation reports (SITREPs) and Transit Time Information Standard System for Military Mail (TTISSMM) data reports to MPSA as required

MILITARY MAIL TERMINAL

4-12. The MMT Team provides postal support to a theater of operations by coordinating, receiving and processing incoming mail as well as dispatching outbound mail. The MMT is the primary gateway(s) for postal operations in and out of theater and often utilize airfield support to conduct operations. These facilities operate full time with a capability up to 250K+ lbs of mail per day and have surge capabilities to handle variances, such as holiday mail increase. The MMT must be scalable to handle the operational requirements of the theater. Coordination with the Movement Control Team (MCT) will be required for transportation assets for the movement of mail into the theater as transportation assets are not assigned to the MMT. As the gateway point for theater entry and exit, the MMT will often have a host nation country representative to ensure observation of custom rules for the host nation.

4-13. The MMT Team is an organization within the sustainment brigade with a theater opening mission to establish and maintain postal operations. The MMT establishes and runs the Army component of a Joint Military Mail Terminal (JMMT) with the manpower support of an HR Company (Postal) at the APOD. The main function of this team is to serve as the theater postal gateway to process incoming mail as well as dispatch outbound mail from the APOD.

- Control mail movement within the AOR and throughout the AO
- Provide specialized postal expertise and experience and limited augmentation manpower
- Provide all technical direction to the HR Company (Postal) Commander operating at the MMT
- Provide integrated, accurate and timely processing and distribution of all mail arriving in the AO.
- Establish a casualty mail section to provide casualty mail services to AOR (if the principle or only MMT)
- Coordinate with HRSC, DMC and MPOs to resolve mail dispatching and transportation problems
- Distribute mail to the HR Companies (Postal) providing area support, or as the tactical situation dictates, direct to postal platoons depending on the size of the supported force

- Serve as a collection point and routing agency for all retrograde mail coming from within the AOR

4-14. The MMT operational requirements include hanger type facilities and will require coordination with either the Air Force or the host country operating the airfields. The JMMT is a modular structure that is configured to receive mail from air, land or sea transportation providers. Once the mail arrives, it is unloaded, paperwork is verified, and mail is processed for onward movement. The mail is then further sorted for distribution within the theater. Communication between the provider and the MMT is critical for planning and managing the mail arrival and departure manifests and needs to include coordination between JIM forces operating in the theater.

4-15. The MMT facility layout depends on the requirements of the mission, the theater constraints and the size of operations. Although there is not a required layout, space considerations must be provided for each mail function based on volume, to include inbound mail, outbound mail, unloading and ZIP sorting of mail, mail storage, theater casualty mail handling, a secure registered room and a manifest section. The mail process starts through inbound and is sorted to the zip code level and stored until it exits through outbound and is transported to the local APO. Additional considerations must be made to secure the registered mail room at all times and the manifest section must be designed and located to process all paperwork associated with mail handling.

4-16. MMT facilities, such as hangers, warehouses and covered areas, need to be organized for efficient movement for on/off loading, as close to the flight line or point of debarkation as possible and large enough to be able to handle the influx of mail throughout the duration of the operation or deployment. The mail operations need to be scalable to adjust for seasonality and based on the level of mail processed. Considerations must include adequate space for loading and unloading of pallets, accessibility for mail transport and coverage from weather. Equipment for mail operations should be included in the early entry manifests for combat service support loads, to include Rough Terrain Cargo Handlers, optical address scanners, heavy forklifts and (automated and portable) conveyor belts.

4-17. The MMT team (Figure 4-1) consists of a headquarters section, operations section and two postal squads. The headquarters section consists of a Director (O-5), Deputy Director (O-4), Team Sergeant Major (E-9) and two vehicle mechanics (E-5 and E-4). The Director becomes the senior Army officer in the JMMT for all technical matters. The headquarters section provides a direct link with other services for operating space at the terminal, flight schedules, and ground transportation of mail. The headquarters section also provides a single theater level executor with the expertise to support the TSC DMC, Army/ASCC G-1, and other senior military leaders for the theater staff concerning MMT operations and issues.

4-18. The operations section consists of a three-person team to provide logistical planning, operating guidance, and all other postal staff support. The section links all theater postal operations and the MPSA. Additionally, it serves as the operational interface between the MMT and Sustainment Brigade SPO HROC, which coordinate the distribution of mail as received from the MMT and related postal transportation requirements.

4-19. The postal platoons are responsible for managing the routing of all inbound and outbound mail and ensuring its timely and accurate processing. Additionally, they establish a casualty mail section, and distribute the mail to postal companies or platoons. The MMT director organizes the platoons as dictated by the mail flow and METT-TC considerations.

4-20. The HR Company (Postal) augmenting the JMMT or MMT will receive all technical supervision and guidance from the MMT Director. The HR Company commander retains all C2 functions and responsibilities. The MMT Team receives policy and technical assistance from the POD of the HRSC through the TSC DMC and/or ESC HROC and receives all employment and operating decisions and guidance from the sustainment brigade. The MMT Team is initially part of the sustainment brigade with a theater opening mission and transitions to the theater distribution postal mission to continue theater support. The team can also transition to contract support when the operational environment allows.

4-21. The MMT is dependent upon the BTB or a CSSB in the sustainment brigade for religious, legal, health service support, military pay, HR and administrative services, quarters & rations support, logistics,

unit maintenance of organic equipment, and supplementary transportation. The MMT relies on secure and non-secure, continuous, and survivable communications and digital information systems. The MMT is not assigned transportation assets and must request transportation support through the HROC for coordination with the MCT to transport mail to the forward operating area. Close coordination with planners will assist with forecasting future actions as the theater matures and to determine feasibility and viability of mail routes. Mail will normally be included in convoys and move with other support services for transportation from the APO to the Forward Operating Bases (FOBs). In mature theaters, this service may be contracted out for additional support. The HR Company (Postal) provides the life support services for the MMT.

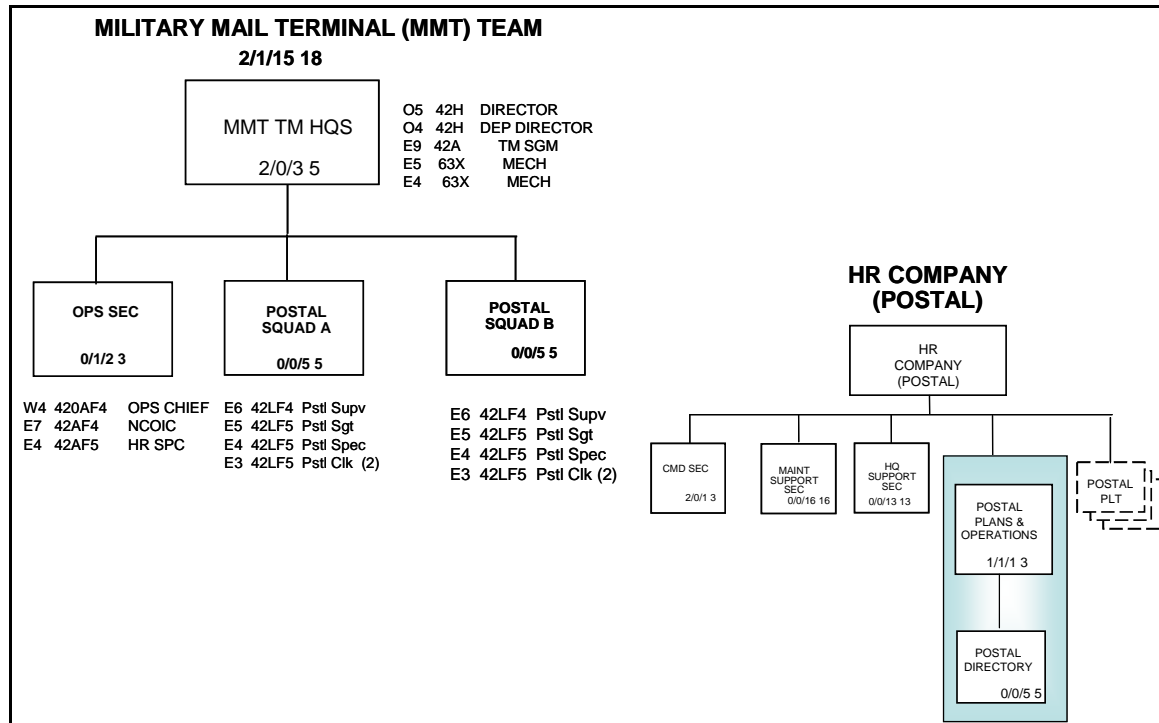


Figure 4-1. Military Mail Terminal

HR COMPANY (POSTAL)

4-22. One or more HR Companies (Postal) support the MMT Operations and are located within the sustainment brigades in the Army/Corps/Division AOR's to provide postal support to units and Soldiers. The HR Company (Postal) provide both long and short term postal planning, current and future operations management, technical support and directory services when postal platoons are attached to the HR Company to facilitate the company's ability to execute specific postal tasks.

4-23. In support of the MMT, the HR Company (Postal) (Figure 4-2) augmenting the JMMT or MMT will receive all technical supervision and guidance from the MMT Director. The HR Company (Postal) Commander retains all C2 for the company. In support of Corps/Division AOR under the C2 of a Sustainment Brigade, the HR Company (Postal) will:

- Provide C2, life support and Plans and Operations support for postal platoons
- Process and distribute all incoming and outgoing (to include official registered) mail to supported units
- Provide directory services
- Provide postal finance service
- Handle redirect and casualty mail
- Provide support to unit mail clerks as required

- Coordinate with Sustainment Brigade HR Operations Section for the transportation of mail-
- Coordinate with MPSA for postal financial guidance and support

4-24. The Postal Plans and Operations Team (PLOT) is a staff section attached to an HR Company headquarters when one or more postal platoons are assigned or attached. It provides postal planning and operational management to the HR Company. The team can be employed anywhere an HR Company is employed. The PLOT consists of a Plans and Operations Section and a Directory Service Section. The Postal Plans and Operations Section manage current operational requirements and plan both long and short range postal missions. The Postal Directory Service operates a central mail directory based on personnel data from the G-1 and S-1 sections of the supported population. The PLOT responsibilities include:

- Long and short term postal planning to the HR company commander
- Current and future operations management for postal platoons attached/assigned to HR Companies
- Manage directory service for all associated postal platoons
- Post office operations
- Assist with inspections, audits and establish mail handling procedures

EMPLOYMENT

4-25. The PLOT deploys with the HR Company and all attached/assigned postal platoons to the AO. The team's mission is to provide postal staff support and directory service. The PLOT requires capability to communicate digitally and voice through secure and non-secure channels to elements of attached platoons, HR Companies, Sustainment Brigade SPO HROC, S-1 Sections, transportation and logistics elements.

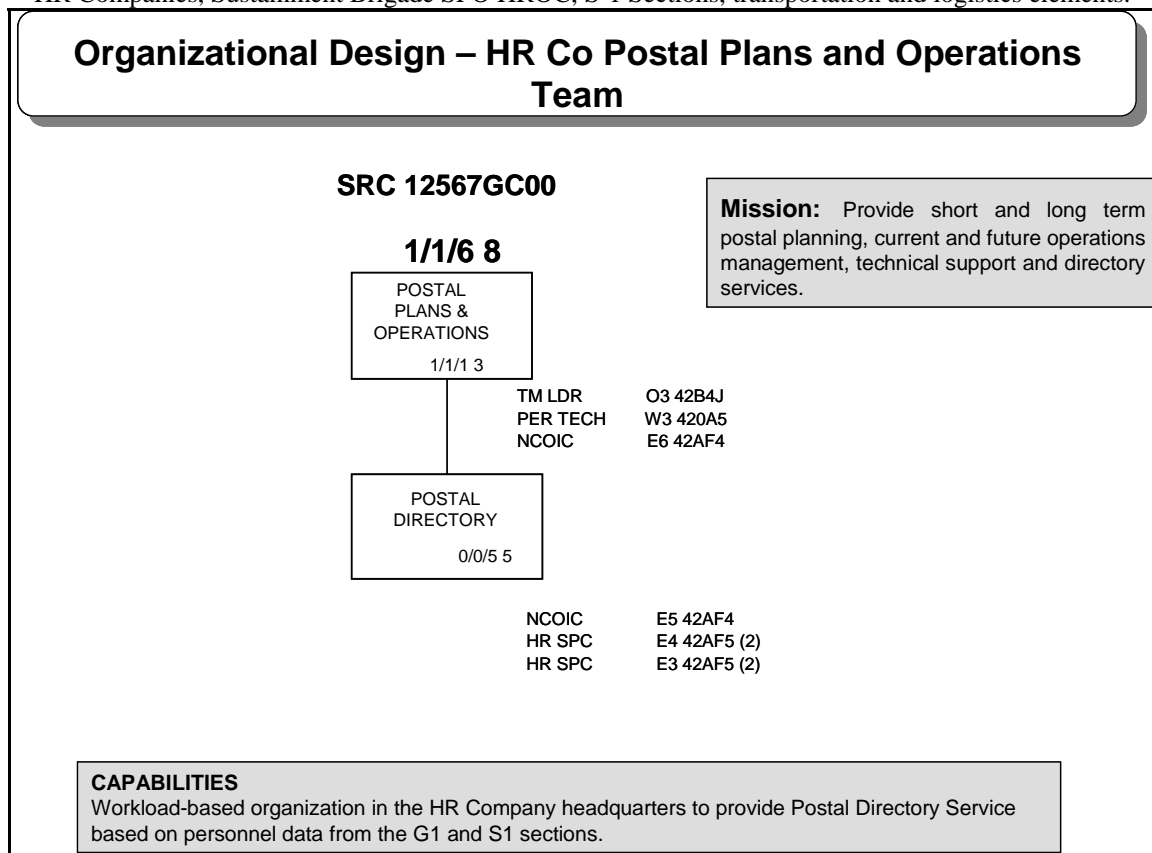


Figure 4-2 Postal Plans and Operations Team Organizational Architecture

SUPPORT

4-26. The PLOT receives policy guidance from the Sustainment Brigade SPO HROC and the HRSC POD. All HR planning prioritization will flow from the Army/ASCC G-1 through supported G-1s or Corps/Division G-1 to the HRSC and/or Sustainment Brigade. The team falls under the HR Company Headquarters for C2 and administrative support.

4-27. A postal agreement between the USPS and DOD includes the agreement that the USPS will provide new and serviceable equipment and supplies necessary for the operation of and use in military post offices. This does not necessarily occur automatically. Commanders may need to provide detailed requests through the chain of command to the USPS to ensure receipt of all necessary equipment and supplies.

POSTAL PLATOON

4-28. The Postal Platoon is a multifunctional organization providing postal support for up to 6,000 personnel. It also serves as one of four platoons in support of an MMT. This universal modular platoon is capable of performing the complete spectrum of postal functions from postal service and postal finance to postal operations. It replaces the legacy Operations and Services platoons. The Postal Platoon receives all technical guidance through the HR Company headquarters and the corresponding Postal Plans and Operations Team. The HR Company provides all command and control to the attached postal platoons. In order to be fully effective and provide the best service possible, a postal platoon should deploy with the unit's main body. Once on the ground, a fully manned and equipped postal platoon can be operational within 48 hours. Postal units must have adequate facilities, transportation, personnel, and equipment prior to the movement of mail in or out of the AOR.

4-29. Postal platoons provide customer service for postal finance support consistent with the commander's mail policies. These services include money order and postage stamp sales, special services and package mailing. Services are provided at consolidated locations and as often as the tactical situation and manning level allows. Services at FOBs can be increased or decreased based on command directives and METT-TC.

4-30. Typically, the postal platoons will be located at the APOs and the FOBs. Depending on the volume of mail going to a specific location, a postal platoon may be co-located in the Brigade Support Area (BSA). The postal platoon, when located at FOBs, remain under the C2 of the HR Company and do not work directly for S1 located at the FOB. The Postal platoons responsibilities include:

- Coordinate with HR Company HQs for C2 and administrative support
- Direct daily postal operations
- Receive and distribute intra-theater mail
- Prepare mail for unit mail clerks
- Receive, process, and dispatch outgoing mail
- Receive, process, and redirect incoming mail
- Update postal routing schemes
- Conduct casualty mail and EPW mail operations
- Conduct postal financial management finance services

POSTAL RESTRICTIONS

4-31. Commanders have high expectations for unrestricted postal services to enhance morale and communication. Operational constraints, such as rapidly moving units or an overburdened logistics system, may require temporary postal restrictions to prevent backlogs of mail. Mail restrictions will be stricter at newly established sites than during mature operations and will need to be reevaluated as the mail facility develops. Commanders may restrict mail at the beginning of combat operations in order to avoid hampering the flow of mission essential supplies and equipment into the operational area:

- Strictly control early dissemination of contingency area APO Addresses and ZIP codes
- Restrict all mail for the first 30 days

- 1035 • Allow Letter Class Mail at 30-day point if theater postal operations are established and the
- 1036 request for APO address is submitted to MPSA and returned approved
- 1037 • Allow small parcels up to 5 pounds at 60-day point
- 1038 • All restrictions should be removed after 90 days dependent upon the situation
- 1039 • Full postal services, such as postal money orders, express mail and/or registered mail service,
- 1040 may not be offered in the initial or immediate sustainment phases of the operation due to the
- 1041 required infrastructure, security and training. Initial absence of these services should have
- 1042 negligible impact on Soldier morale

1043 **POSTAL FINANCE SERVICES**

- 1044 4-32. Postal Finance Services may be provided within battalion and brigade support areas. These services
- 1045 must be coordinated with the HROC and supporting HR Companies (Postal). Postal finance services
- 1046 include money orders and postage stamp sales, special services and package mailing.
- 1047 4-33. Postal finance services are typically located in-conjunction with the inbound section of the APO
- 1048 (where S-1s will go to pick up unit mail) but may be in a different location depending on how the unit is
- 1049 task organized. For Soldiers who are in geographically separate locations, unit S-1s can coordinate for a
- 1050 mobile team to conduct postal finance services as needed. Units will coordinate with the HROC and the
- 1051 postal platoon leader to provide limited mobile postal finance services to outlying units. Services are also
- 1052 provided to MTFs and the MTF Commander will coordinate with the local postal platoon to provide
- 1053 necessary postal finance services to patients.

1054 **MAIL FLOW**

- 1055 4-34. Mail addressed to Soldiers, regardless of branch, is transported via USPS to the nearest TG where it
- 1056 leaves USPS control and enters the Military Postal System. Mail is either flown or shipped with a U.S.
- 1057 contracted carrier and arrives at the nearest MMT to the letter's destination (determined by the APO
- 1058 number). The MMT, augmented by the HR Company (Postal) and four postal platoons, receives the mail
- 1059 and sorts it by APO number for transportation to the local servicing APO. The planning, coordination and
- 1060 availability of transportation assets is critical to this effort. Figure 4-3 depicts the postal flow in a deployed
- 1061 theater.
- 1062 4-35. The APO decentralizes the mail and validates the Soldier's location to further sort by unit or task
- 1063 organization for pickup by the Battalion S-1 mail clerks and ultimately, distribution to the individual
- 1064 Soldier. The mail distribution is determined by METT-TC, theater constraints and resources and may
- 1065 require centralization for distribution. To determine the unit's physical location within the theater, close
- 1066 coordination with the HRSC Plans and Operations division and servicing APO is required for updated
- 1067 geographic unit locations. The Soldier's status must be properly maintained within the accountability
- 1068 systems for correct mail delivery. Mail for Soldiers that are not serviced by that APO will be separated and
- 1069 returned to the MMTs for return to the sender. The MMT will use the theater database to attempt to locate
- 1070 Soldiers with returned mail and either forward it on to the new known location or return it to sender.
- 1071 4-36. Typically Battalion S-1s pick up mail from the APO and sort it further in the UMR (Unit Mail
- 1072 Room). In cases where a BDE/BCT establishes a UMR, mail operations will be performed similar to the
- 1073 Battalion (Bn) S-1.
- 1074 4-37. The APO also serves as the post office for outgoing mail and will receive and inspect packages.
- 1075 Packages must be screened for content and approved based on theater regulations. The outgoing mail may
- 1076 be sent by Soldiers and DA civilians assigned within the theater.

1077

1078

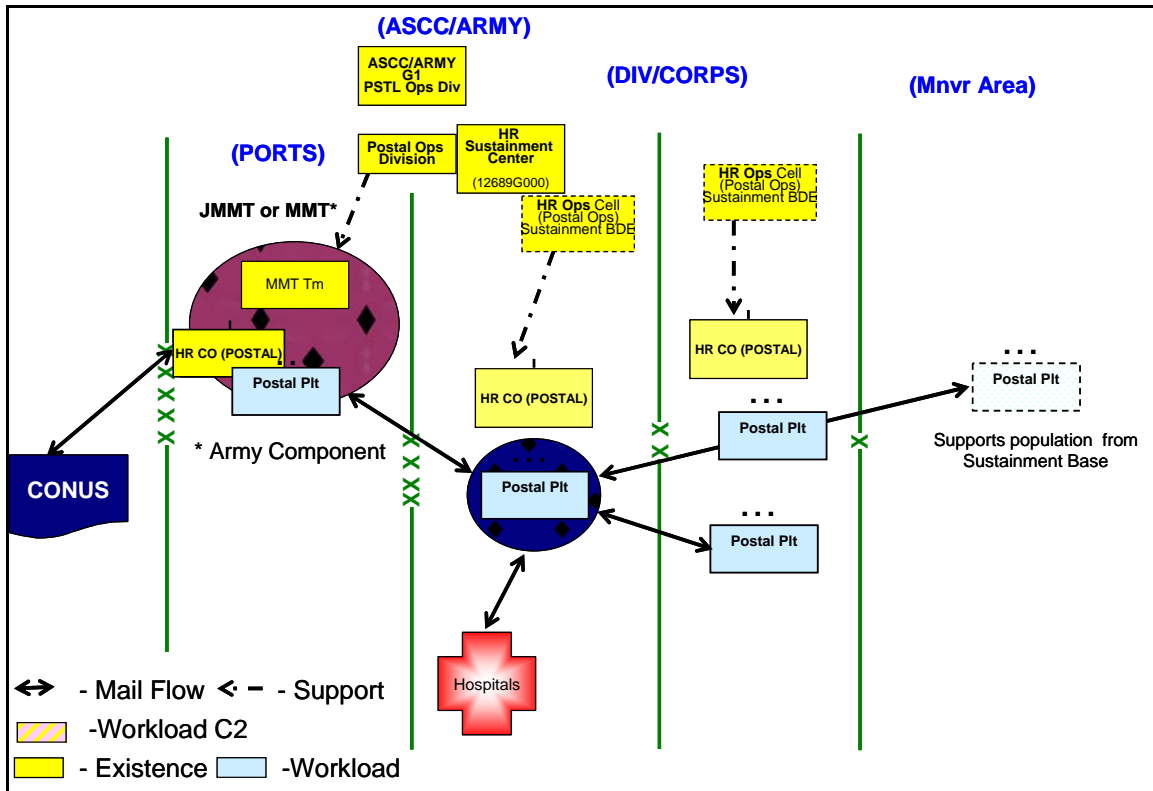


Figure 4-3. Postal Flow in a Deployed Theater

CASUALTY MAIL

4-38. Casualty mail that is processed within the mail distribution system requires special attention. This is essential to prevent premature casualty information disclosure and mail returned home before notification of next of kin. Unit mail clerks will validate the Soldier's location and either forwards the mail to the military treatment facility, hold the mail for the Soldier's return or for a fatality, forward to the servicing platoon as soon as possible. All undelivered fatality mail will not contain any endorsements or marks made or posted on the mail by the unit, and will be returned to the APO. The APO will forward to the casualty mail section for the casualty mail team to handle. The postal platoon will coordinate and verify casualty information with the area casualty section, make appropriate endorsements, then forward the mail for the fatality to the theater casualty section at the MMT for final processing. This only applies to unopened mail as any mail that has been previously opened by the Soldier is considered "personal effects" and will be shipped back with the rest of the Soldier's belongings.

FREE MAIL

4-39. Free mail is authorized by Executive Order 12556, Mailing Privileges of Members of the Armed Forces of the United States and of Friendly Foreign Nations, and Title 39, USC 3401(a), as determined by the Secretary of Defense. Free mail is a privilege specifically granted by this law and is intended solely to expedite transmission of military members' personal letter/mail correspondence back to their families and friends in the United States in times and places of war.

4-40. Free mail privileges apply to military service members in a declared "Free Mail" operational area as well as those hospitalized in a facility under military jurisdiction as a result of service in the designated area. It also applies to those civilians who are designated by the combatant commander as essential to and directly supporting military operations and will generally be limited to DOD employees and authorized subsidiaries of U.S. owned and operated companies in direct support of the contingency stationed in the

operational area. See DOD 4525.6-M, Department of Defense Postal Manual for more information on DOD postal policy.

4-41. Free mail is limited by Title 39, USC 3401 (a) to personal letters or sound recorded correspondence (to include video tapes) and must be addressed to a place within the delivery limits of the USPS or MPS. Free mail privileges are not normally allowed when mail is processed, handled, or delivered by a foreign postal administration. The ASCC must request free mail thru the CCDR for the specific theater and will be considered authorized when the CCDR has received official approval from the Secretary of Defense. Upon completion of the Joint operation, the CCDR requests termination of free mail via MPSA. Currently, review and revalidation for free mail areas is required every 180 days, to ensure that the conditions that authorized Free Mail are still applicable.

CONTAMINATED/SUSPICIOUS MAIL

4-42. The postal network must make special provisions for handling and processing contaminated/suspicious mail. The suspected mail item may consist of chemical, biological, radiological or explosive (CBRE) agents to include contraband. Once a mail item is identified as a threat, postal operations are immediately halted and postal personnel and customers are immediately evacuated from the danger area. The postal unit notifies the military police and Explosive Ordnance Detachment (EOD) to clear the area and dispose of the bomb safely.

INFORMATION, COMMUNICATION, AND AUTOMATION REQUIREMENTS

4-43. The postal redirect function requires an integrated information management system throughout the theater of operations. The POD, HRSC, assists with theater directory and redirect support. All postal platoons provide redirect services and the PLOT operates a central mail directory for supported organizations. Supporting organizations (S-1s/G-1s) are responsible for ensuring postal platoons have updated information on personnel, task organization, and location. Based on the information provided by the supporting organizations, postal platoons then update their postal routing schemes.

4-44. The integrated information system must support requirements to generate and maintain a theater mail routing scheme. This system will enable postal managers to align the location of units according to their servicing postal services platoon. Postal service platoons must have assured real-time communications by both voice and data with BN and BDE/BCT S-1s, postal company headquarters, postal operations platoons, and transportation units. Postal services platoons require daily communication concerning task organization changes, mail delivery point location changes, mail routing scheme changes, casualty mail redirect, postal activity update, and USPS postal bulletins.

4-45. Postal platoons rely on secure and non-secure, continuous, and survivable communications and digital information systems.

ORGANIC TRANSPORTATION REQUIREMENTS

4-46. Postal platoons and squads must have securable organic transportation to safeguard and transport mail and associated items such as stamps, money orders, accountable mail, and packages. They must also be able to carry 100% of the personnel, authorized organizational equipment, common table of allowances (CTA) equipment, and USPS equipment to provide support in forward areas. The USPS Transportation Handbook addresses rules and regulations that apply to the transportation, transferring of accountability, security, and escort of the various classes and types of mail within the MPS.

EQUIPMENT REQUIREMENTS

4-47. Postal platoons may require mission-essential equipment and supplies other than that found on a TOE. This includes USPS equipment such as Integrated Retail Terminals (IRT), Postal Meter machines, and x-ray machines to x-ray packages prior to loading retrograde mail. Commanders must plan for and obtain mission-essential USPS and CTA equipment as well mission-essential items that require re-supply.

1150 Modern equipment used in civilian post offices must be provided to deploying military post offices and to
1151 the military postal school and units for training.
1152

Chapter 5

Theater R5 Operations

Theater R5 (Reception, Replacement, Return-To-Duty, Rest and Recuperation and Redeployment) operations manage or administer the HR support activities of tracking and coordinating the movement of Soldiers into, through or out of a theater during reception, replacement, return-to-duty, rest and recuperation and redeployment operations. The principal R5 activity includes the accountability of transiting Soldiers and the planning, coordinating and executing of activities and centers that process transiting Soldiers from designated points of origin APOD/APOE to final destination. This also includes the planning, coordinating, and oversight of critical life support requirements for RSO&I operations as determined by METT-TC with the support of other sustainment elements. Personnel Services Delivery Redesign (PSDR) and Force Design Update 05-02 created a modular R5 support structure to provide capabilities to theater-level Commanders during deployments. This modular structure allows for the employment of the tailored, flexible and minimal force structure required for the unique theater. The critical emphasis of the R5 structure is acquiring and maintaining Soldier accountability in the deployed theater personnel database for Soldiers and civilians located in or transiting through the theater.

PRINCIPLES OF R5 MANAGEMENT OPERATIONS

5-1. R5 operations management involves planning, preparing, coordinating and assessing the controls of movement and accountability of personnel moving from designated points of origin (APOD/APOE) to ultimate destinations and the planning, coordinating, and integration of life support requirements while in transit at consolidated R5 processing centers. R5 operations management consists of two parts: R5 management and R5 support. R5 management involves accounting and processing while R5 support is the physical reception and coordination of support and delivery of military and civilian personnel, to include reception (of forces), replacements, Return-To-Duty (RTD), Rest and Recuperation (R&R) and Soldiers in transit.

5-2. As the Army becomes more of an expeditionary force, HR managers need to include R5 considerations for IM personnel. R5 processing centers operate on a 24/7 basis and are responsible for the data collection of personnel information, documenting theater status and supporting integration of personnel into theater database.

RECEPTION

5-3. Reception is the initial support, coordination and management provided at the APOD/SPOD. It includes the physical reception and accountability of all forces entering the theater: both unit and individual flow. HR units (TG R5 Team and the supporting HR R5 Company) establish by-name accountability for all personnel entering or transiting the AOR. Planning, coordinating, identifying contract requirements for life support and onward movement of personnel to their designated units is conducted with the ASCC-level sustainment elements (Sustainment Brigade/TSC) usually in the form of a CSSB charged with operating the ports and staging areas during RSO&I. TG R5 teams and supporting HR companies will be integral elements of CSSB's operating APOD's. Theater R5 units provide HR support by coordinating and providing reception RSO&I support services as directed, clearly focusing on the personnel accountability elements of maintaining the theater deployed database. Initial swiping of

1195 personnel arriving into theater is conducted at the APOD. Soldiers are placed in the APOD module until
1196 they arrive to their unit's destination.

1197 **REPLACEMENTS**

1198 5-4. There are three main replacement categories; individual replacements, non-unit related personnel
1199 (NRP) and unit replacements. Examples of individual replacements include Soldiers assigned but who
1200 were unable to deploy with their units, Soldiers who arrived for assignment after their units deployed,
1201 members of the Army Reserve or National Guard and civilians. NRP individuals are any personnel
1202 requiring transportation to or from operational areas other than those assigned to a specific unit. They all
1203 receive RSO&I support services based on METT-TC.

1204 5-5. Though not widely used today, the replacement shelf (pre-positioned) provides a push flow of
1205 personnel into the theater. The last few years have seen units supported via individual replacements in the
1206 whole unit rotation concept. Recent deployments have relied on individual replacements and augmentees
1207 from both the active and reserve components.

1208 5-6. The ASCC develops as part of the deliberate planning process, an operations plan (OPLAN) shelf
1209 requisition to support these personnel readiness requirements. During the planning phase of operations, the
1210 ASCC identifies and submits unit and personnel requirements, to include civilian personnel. At OPLAN
1211 execution, the system delivers filler and casualty replacements to the theater to bring units to combat-
1212 required strength. HRC maintains a copy of the pre-established theater shelf requisitions and performs
1213 annual maintenance. HRC maintenance includes a review for consistency with personnel policy and
1214 military occupational specialty (MOS)/AOC structure changes.

1215 5-7. Filler Shelf Requisitions. The filler shelf requisitions reflect the number of Soldiers by MOS/AOC
1216 and grade needed to bring the theater units to wartime-required strength.

1217 5-8. Casualty Shelf Requisitions. The casualty shelf requisitions reflect the number of expected casualties
1218 (killed in action, wounded in action, missing in action, non-battle injuries) by MOS/AOC/rank and
1219 operational phase. Medical planning models and casualty estimation form the basis for developing the
1220 casualty shelf requisition. Casualty shelf requisitions normally include requirements for the first 90-120
1221 days.

1222 5-9. The TG R5 Team establishes the R5 Center at the inter-theater APOD with augmenting HR
1223 Company (R5) with R5 platoon headquarters and R5 Personnel Accounting Teams (PAT) based on
1224 projected flow rates. The TG R5 Team receives and processes all units (RSOI) arriving to the and
1225 coordinates onward movement of the units to their designated staging areas which are controlled by CSSBs
1226 of the sustainment brigade with a theater opening mission through coordination with the port MCT and the
1227 CSSB. The SPO HROC will also work the transportation coordination requirements. Individual
1228 replacements flow in a similar manner from the R5 Center to the BCT/BDE S-1 of the unit assigned.

1229 5-10. The TG R5 team and supporting HR Company (R5) coordinate all onward movement, logistical
1230 support and personnel tracking of units and individual replacements at the theater APOD in the Personnel
1231 Processing Center (PPC). As the theater matures, other ports of entry may be established requiring R5
1232 support at more than one location. The size of this R5 element will be based on the projected flow. During
1233 sustainment operations, and due to the large number of personnel using the R&R program, intense
1234 coordination to ensure proper accountability and movement control will be required.

1235 5-11. Upon completion of a rotation or the end of theater operations, the TG R5 team will coordinate
1236 onward movement with other services, coordinate logistical support and properly account for individuals
1237 and units as they leave the theater. The R5 Operations Division of the HRSC provides technical guidance
1238 and theater policy information to the TG R5 and HR Companies (R5) on R5 matters in accordance with
1239 ASCC/Army G-1's policies, Tactics, Techniques, and Procedures (TTP), and guidance presented in
1240 OPODs. The Sustainment Brigade HROC assists the forward R5 elements with coordinating logistical
1241 needs from assets within the sustainment brigade as well as providing operational planning guidance from
1242 the sustainment brigade.

1243 RETURN TO DUTY (RTD)

1244 5-12. R5 units serve as the conduit for Soldiers and DOD civilians returning to duty from hospitals.
 1245 Although RTD personnel enter the R5 system at all levels, R5 managers must ensure that their status is
 1246 accurately entered in the theater personnel database and that the regaining unit is aware that the Soldier is
 1247 in transit. The decision to begin assigning RTDs to other than their original unit is an operational decision
 1248 that is recommended by the Army/ASCC G-1 and made by the G-3 or Army/ASCC Commander.
 1249 Coordination must occur with CLT's and hospitals both inside and outside of theater in order to track the
 1250 disposition of personnel returning to theater. The CLT will coordinate with the R5 Team for life support
 1251 and onward movement of RTD personnel. The Brigade/BCT S-1 will ensure Soldiers are accounted for in
 1252 DTAS and coordinate with the S-4 when billeting/feeding and transportation are required. The Battalion
 1253 S-1 will account for the Soldier in DTAS and coordinate reintegration of the Soldier into the unit.

1254 REST AND RECUPERATION (R&R)

1255 5-13. Rest and Recuperation (R&R) is a program that provides Soldiers and units an opportunity to rest
 1256 and recuperate at a secure location within the operational area or in sanctuary. The combatant commander
 1257 may establish an R&R chargeable leave program which permits Soldiers to use ordinary leave away from
 1258 hostile fire and imminent danger areas. R5 elements track and process transiting R&R Soldiers to ensure
 1259 that the Commander's intent is met and to control the amount of time spent away from the unit. A typical
 1260 R&R program consists of 15 days of chargeable leave with contract aircraft transporting Soldiers to and
 1261 from their leave destinations. Intra-theater APOD staging areas and their associated life support functions
 1262 are critical to the R&R program's efficiency of moving large numbers of Soldiers to/from OCONUS
 1263 locations (e.g., international airports) during their R&R leave period. G-1's and S-1's establish R&R
 1264 allocations and HR R5 organizations coordinate closely with G-1/S-1 in order to facilitate controlled flow
 1265 and accountability of personnel. Communication with all involved organizations is critical to reduce time
 1266 away from the unit for each R&R Soldier.

1267 REDEPLOYMENT

1268 5-14. Redeployment operations manage the personnel flow to home station and support the reconstitution
 1269 of units to pre-mobilization levels of readiness. R5 units provide support by processing redeploying
 1270 Soldiers for intra-theater movement and by ensuring the theater personnel database is purged as Soldiers
 1271 redeploy from the AOR. The TG R5 Team and supporting HR Company (R5) operating the PPC at the
 1272 inter-theater APOE/APOD are critical in the efficient and controlled movement of personnel out of the
 1273 AOR. Customs clearance is a vital portion of this R5 process and all Soldiers leaving theater must be
 1274 inspected. Redeployment operations are unit-centric and require detailed planning and coordination.
 1275 PASR is critical throughout the process to fully clear Soldiers from the DTAS deployed database as they
 1276 leave the theater. Individual re-deployers will also require detailed planning, but will occur in much
 1277 smaller numbers.

1278 R5 MANAGEMENT CRITICAL REQUIREMENTS

1279 5-15. Personnel Processing Commanders/CRCs ensure that Soldiers meet all deployment processing
 1280 requirements and civilians meet equivalent standards set by the Army G-1. R5 operations must be scaled
 1281 large enough to process personnel entering or exiting at all APODs and SPODs. As the theater matures,
 1282 additional APODs/APOEs and SPODs/SPOEs may be required to cover all ports of entry. All personnel
 1283 need to be accounted for prior to entering and departing the theater. Coordination with HR and operational
 1284 planning elements will provide predictability for the volume of arriving personnel to include DOD
 1285 civilians. Reception and redeployment surge periods may require additional R5 assets to efficiently
 1286 process increased flow rates. R5 structure should not constraint flow.

1287 5-16. During theater and contingency operations, R5 elements/units should plan to coordinate and support
 1288 Joint personnel reporting requirements as directed by the JTF or Joint Command/Agency. Coordination
 1289 will be required with U.S. Air Force (USAF) and other joint services for planning considerations for

1290 arriving and departing personnel. Direct coordination within the TSC DMC with transportation planners
1291 and with MCTs/ADACGs at APODs is a critical R5 coordination requirement.

1292 5-17. Personnel Accounting and Strength Reporting (PASR) HR managers and unit S-1s report personnel
1293 arrivals and departures to the senior personnel unit in the AOR. R5 elements and unit S-1s will use DTAS
1294 as the accounting system of record for all newly arriving transiting and departing personnel and
1295 documenting their theater locations. Accountability within DTAS must be maintained for all personnel
1296 entering/transiting within or exiting the theater, to include DOD civilians, and joint personnel. All flight
1297 and sea manifests must be confirmed prior to departure. All military and civilian transports carrying US
1298 personnel regardless of their status that enter the theater without passing through an APOD must also have
1299 their manifests reported and documented into DTAS (unit S-1s support is critical for this issue).

1300 5-18. Logistical Support - Two critical logistical support requirements demand intensive coordination.
1301 First, R5 operations managers establish the requirement for recurring transportation support with the
1302 supporting transportation organization for onward movement requirements. Second, TTP's need to be
1303 established in coordination with the supporting sustainment organization to manage logistical and life
1304 support issues which likely include coordinating for contracting operations. HR units are not resourced to
1305 provide sustainment support and must coordinate for essential services and transportation assets during
1306 operations. Additionally, R5 units are not resourced to execute deployment related training and must
1307 coordinate with outside agencies to meet those requirements.

1308 **RESPONSIBILITIES**

1309 5-19. The agencies in Figure 5-1 must prepare for critical roles in establishing and executing the R5
1310 operations management system for deploying forces. Figure 5-2 reflects HR specific tasks and
1311 responsibilities.

1312

R5 SUPPORTING AGENCY RESPONSIBILITIES					
FUNCTION / TASK	RESPONSIBLE AGENCY				
	Battalion	Brigade	Division	Corps	ASCC
Training	S-3	S-3	G-3	G-3	G-3
Equipping	S-4	S-4	Sust Bde	Sust Bde	Sust Bde
Reception / In-processing	S-1	S-1	R5 Plt	R5 Plt	TG R5
Accountability	S-1	S-1	G-1	R5 Plt	TG R5
Feeding	HHC	HHC	Sust Bde	Sust Bde	Sust Bde
Billeting	HHC	HHC	Sust Bde	Sust Bde	Sust Bde
Transportation	S-4	S-4	Sust Bde	MCT	MCT
Coordination / Reconciliation	S-1	S-1	G-1	G-1	HRSC

Figure 5-1. R5 Supporting Agency Responsibilities

*Note: Division and Corps may also serve as the ARFOR. In these cases, the senior HR element of these organizations performs theater R5 management functions.

R5 OPERATIONS MANAGEMENT RESPONSIBILITIES								
FUNCTION / TASK	RESPONSIBLE AGENCY							
	BN G-1	BDE G-1	DIV G-1	CORPS G-1	ASCC G-1	HRSC	HR CO	R5 PLT
Conduct R5 Operations	X	X	X	X	X	X	X	X
Prepare R5 Policies			X	X	X	X		
Execute R5 Policies	X	X					X	X
Conduct Personnel Reception Operations	X	X				X	X	X
Manage Personnel Reception Operations			X	X	X	X		
Conduct Personnel Redeployment Operations	X	X					X	X
Manage Personnel Redeployment Operations			X	X	X	X		
Manage Replacements	X	X	X	X	X	X		
Operate Joint Replacement Center						X		X
In-process Personnel	X	X					X	X
Coordinate Feeding, Billeting, and Onward Transportation For In-transit Personnel	X	X					X	X
Provide and Coordinate Training							X	X
Process RTD Personnel	X	X						X
Manage R&R Program	X	X	X	X	X	X	X	
Process R&R Personnel	X	X						X

Figure 5-2. R5 Operations Management Responsibilities by Task

R5 OPERATIONS MANAGEMENT RESPONSIBILITIES

5-20. In a deployed theater, the R5 operations and functions are executed by multiple supporting organizations to accomplish their mission, as referenced in Figure 5-3. The HRSC R5 Operations Division provides guidance from the Army/ASCC to the TG R5 Team. The TG R5 Team, with supporting HR Company (R5), is capable of supporting a diverse population and includes the TG R5 operation section, consisting of a six person team (capable of processing up to 600 personnel per day). This team also coordinates logistical planning, movement control and transportation support and other necessary coordination.

5-21. The HR Company headquarters provides C2 as well as technical support to R5 located at the APOD/APOE. The HR Company's general functions include leadership, technical guidance and C2 for attached R5 platoons and R5 Plans and Operations Teams. The R5 Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more R5 platoons are attached. It provides R5 planning, operations management, minimum essential personnel services (DD Form 93, Common Access Card (CAC) issue, ID tags) and data integration to the HR Company Commander.

5-22. The R5 Plans and Operations Team consist of a five person Plans and Operations Section and a four person Data Integration Section. The HR Company (R5) augmenting the theater level R5 mission will receive all technical supervision and guidance from the TG R5 Director.

5-23. R5 Platoon Headquarters provide C2 to R5 Personnel Accounting teams. The R5 Platoon Headquarters is a multifunctional structure providing C2 to two to three R5 Personnel Accounting teams in the ASCC/Army AOR.

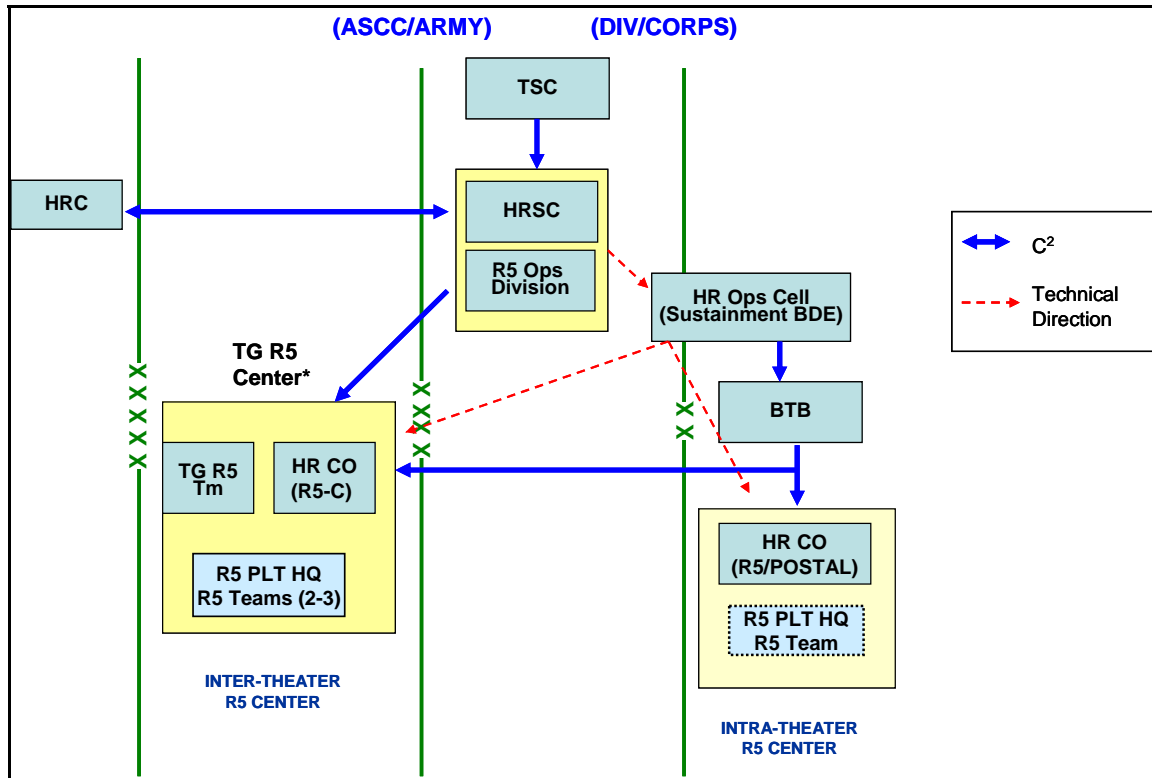


Figure 5-3. R5 Organizational Structure

ARMY/ASCC G-1

5-24. The Army/ASCC G-1 establishes the AOR-wide R5 policy and provides planning guidance for R5 functions upon activation in the AOR. The HRSC R5 Operations Division manages Army/ASCC R5 operations in support of both the Army ASCC G-1 and the TSC. The supporting TSC exercises operational control over R5 units and adheres to Army/ASCC R5 policy and planning guidance.

5-25. The Army/ASCC G-1 Manpower Branch manages R5 management systems. R5 management tasks include:

- Developing and managing theater R5 policy and plans
- Developing HR elements for theater deployment, redeployment plans and ensure adequate R5 assets are available to execute surge flow support
- Coordinating through the HRSC with the TSC or ESC to ensure R5 assets are positioned in support of the Army/ASCC movement plan and schedule
- Directing the HRSC to perform DTAS data quality control checks
- Maintaining coordination with subordinate unit G-1s and S-1s to ensure total visibility of various R5 flows exist throughout the HR system
- Coordinating with Army/ASCC Surgeon for theater evacuation policy and determine impact on projected RTD flows
- Establishing RTD processing policy as a result of evacuation policy

HRSC R5 OPERATIONS DIVISION

5-26. The R5 Operations Division assists both the Army/ASCC G-1 and the TSC DMC with the planning and operational oversight of the theater R5 operation. The HRSC R5 tasks include:

- Providing technical direction to R5 units as they execute the theater R5 policy and plan

- 1364
 - Establishing the deployed theater personnel database
- 1365
 - Analyzing and reporting R5 personnel accountability data
- 1366
 - Operating the theater R5 personnel accountability reporting network (currently DTAS on SIPR)
- 1367
 - Conducting personnel reception operations
- 1368
 - Establishing theater replacement and casualty shelves and determine fill priorities and determine requisitioning process (if applicable)
- 1369
- 1370
 - Coordinating with Army/ASCC G-6 for sufficient SIPR connectivity to establish and execute a SIPR-based deployed theater personnel database (Very Small Aperture Terminal (VSAT) communications technology is expected to provide enhanced NIPR connectivity within theater and increase the data pipeline flow)
- 1371
- 1372
- 1373
- 1374
 - Performing DTAS data quality control checks
- 1375
 - Coordinating with Army/ASCC G-4 and movement control elements to establish systemic and surge transportation requirements for transiting R5 Soldier support both tactical and strategic lift
- 1376

1377 **DIVISION/CORPS G-1**

- 1378 5-27. The Division/Corps G-1's R5 responsibilities include:
- 1379
 - Supervising the PASR process within the Division/Corps AOR and ensuring reconciliation with the theater personnel database
 - 1380
 - 1381
 - Determining fill priorities for subordinate units (if replacement/casualty shelves established)
 - 1382
 - Coordinating with supporting Sustainment Brigade SPO HROC for intra-theater APOE/APOD R5 team/platoon support if required
 - 1383
 - 1384
 - Ensuring APOD departing personnel have assigned the gaining unit's UIC in DTAS
 - 1385
 - Establishing and providing a system of record that delineates and validates inbound Soldiers unit of assignments or provides assignments on those not specified
 - 1386
 - 1387
 - Assisting BDE/BCT S-1's with flow visibility, especially with replacement and RTD flow
 - 1388
 - Determining replacement call forward priorities, if strategic lift is constrained
 - 1389
 - Performing the ASCC/G-1 functions when serving as the ARFOR G-1

1390 **BRIGADE S-1 SECTION**

- 1391 5-28. The BDE/BCT S-1s have R5 responsibility for conducting PASR and establishing the BDE/BCT R5 processing center and coordinating any required temporary transient Soldier billeting, feeding, transportation and Soldier tracking. Brigades will execute initial DTAS status for the BDE element, conduct reconciliation and establish the UIC hierarchy for its subordinates.
- 1392
- 1393
- 1394

1395 **BATTALION S-1 SECTION**

- 1396 5-29. The Battalion S-1s have R5 responsibilities for PASR operations and executing initial DTAS status prior to each Soldier movement.
- 1397

1398 **THEATER GATEWAY R5 TEAM**

- 1399 5-30. The TG R5 team provides R5 support to the theater of operations by coordinating and providing theater level reception (RSO&I), replacement, return-to-duty, R&R and redeployment operations support through the initial swiping of Soldiers into DTAS. The team establishes personnel accountability and maintains the database inputs as Soldiers and civilians transit and depart theater. Additionally, the team coordinates the associated tasks that support the personnel accountability mission.
- 1400
- 1401
- 1402
- 1403

1404 **RESPONSIBILITIES**

- 1405 5-31. The TG R5 Team responsibilities include:
- 1406
 - Establishing of an initial PPC in the inter-theater Army or Joint APOD/Reception Center

- Establishing theater personnel accountability and maintaining accountability for all transiting Soldiers
- Assisting the HRSC PASR/PRM/PIM Division with establishing the deployed theater personnel database
- Coordinating transportation for inbound personnel from arrival points to the Joint Personnel Reception Center (JPRC) and outbound personnel from the JPRC to the departure point
- Assisting with command and control of theater replacement and casualty shelves, if the situation and METT-TC allow for their creation
- Coordinating with finance cell financial management units to forward manifest entries
- Processing units and individuals to include entry into DTAS
- Performing personnel flow actions to attach individuals to their assigned units
- Coordinating for billeting for processing Soldiers
- Coordinating/conducting Soldier briefings
- Coordinating baggage handling (to include sorting luggage, handling and locating lost baggage)
- Providing minimum HR services (DD93, CAC issue, ID tags)
- Coordinating life sustainment functions to include meals, billeting and equipment
- Coordinating for transportation manifest and tracking
- Coordinating for security operations for both movement elements and property
- Coordinating Customs screening
- Coordinating for finance financial management and contract services

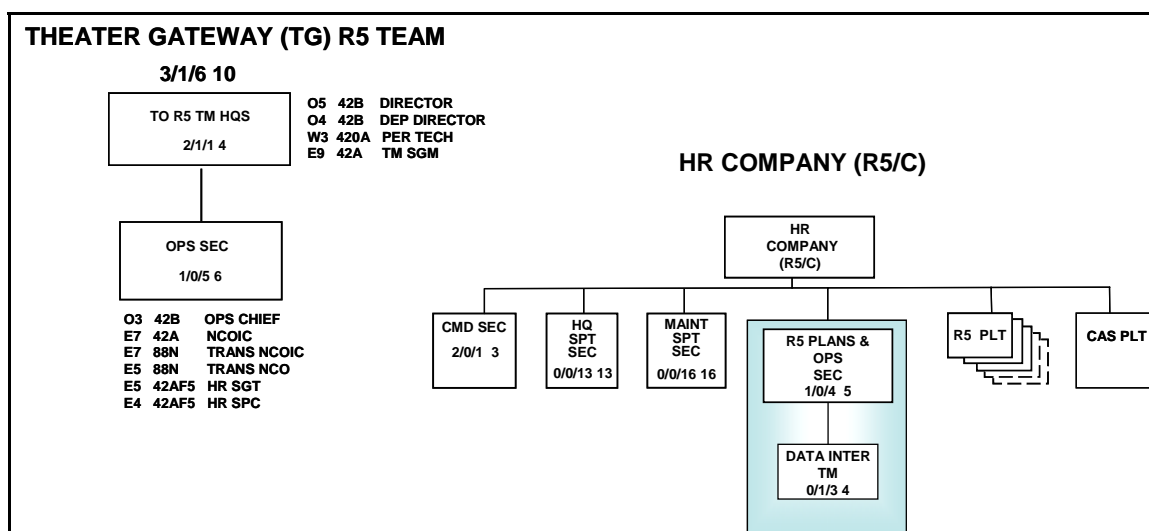


Figure 5-4 Theater Gateway R5 Center Sustainment Brigade w/Theater Operations Mission

5-32. A TG R5 Center with an HR Company (R5) is deployed at the primary inter-theater APOD/APO as an element of the sustainment brigade with a theater opening mission for R5.

5-33. The TG R5 Team is an organization in the sustainment brigade with a theater opening and theater distribution mission that includes establishment and operation of a theater R5 Center. It receives personnel support from the HR Company (R5). As theater requirements increase, the TG R5 Team and the supporting HR Company (R5) can transition to a JOA distribution mission. Personnel flow rates determine the role of the TG R5 team. During initial operations, reception of units provides the R5 center focus. During sustainment operations, RTD, replacement and R&R flows will fully consume the TG (R5) Team.

Redeployment operations create a surge period in terms of personnel flow and may require R5 unit augmentation. The R5 Team receives technical guidance from HRSC R5 Operations Division through the ESC HROC and Sustainment Brigade SPO. Operational guidance and directives are initiated by the Army/ASCC G-1 and passed to the HRSC in OPLAN or OPORD format. The R5 Team does not exercise command and control over the HR Company (R5), but does have overall control of the TG R5 Center and provides technical direction to the HR Company (R5) Commander. See Figure 5-4 for an overview of the Team's organization.

5-34. More than one TG R5 Center will be required if more than one inter-theater APOD is active. The TG R5 Team modular structure is the direct link to other services regarding R5 personnel flow into and out of the theater. The TG R5 team provides specialized R5 expertise and experience to oversee the entire spectrum of R5 functions from large scale unit reception missions (RSO&I) to labor intensive R&R missions in sustainment operations. The modular structure allows the commander to add the necessary level of seniority and experience appropriate for a high visibility theater level mission. The main functions of this team is to provide the supporting staff to do all the necessary coordination, planning and implementation for a large scale R5 mission during the various stages of an operation. Figure 5-1 highlights the coordination role and responsibilities of the TG R5 team within an APOD with other supporting agencies. The role of external coordination with those agencies is an operational focus of the TG R5 Team.

5-35. The TG R5 Team consists of a headquarters section and operations section. The headquarters section consists of a Director, Deputy Director, Personnel Technician and Team Sergeant Major. The headquarters section provides a direct link with other services and other supporting units for operating space at the APOD terminal, flight schedules, follow-on transportation and all logistical support. The headquarters section also provides a senior authority with the expertise and experience to interact with the Theater/ASCC G-1 and other senior military leaders in the theater on all R5 matters.

5-36. The operations section coordinates all necessary sustainment actions to support the TG R5 processes. It is the vital link for supporting units and forward S-1 and G-1 sections. Sustainment coordination includes the provision of sleeping quarters, briefing areas, secured customs bag screening area, baggage transportation, meals and personal hygiene areas for both secured and unsecured areas.

5-37. Customs clearance inspection must be arranged when processing Soldiers for movement outside the theater. These redeploying and R&R Soldiers must be segregated prior to the inspections and their holding area must be kept secure.

5-38. The workload during R5 operations is unpredictable and the TG R5 team must be equipped to handle surges during peak periods, such as during Relief-in-Place/Transfer of Authority and unit rotations. The team must accommodate the flow of arriving personnel in order to capture each individual in DTAS. These required DTAS entries form the foundation for an accurate theater personnel database and provides critical linkage of information for other HR operations.

HR COMPANY (R5)

5-39. The HR Company headquarters is a modular headquarters that provides C2 and sustainment support to R5 platoons located at the APOD, and in the Corps/Division and ASCC/Army AOR, as directed by the TSC, ESC and Sustainment Brigade based on the technical guidance and HR planning priorities and guidance from the Division/Corps/ASCC/Army G-1. The Plans and Ops Section of the HR Company can also provide technical guidance to area S-1 sections regarding R5 matters.

5-40. The HR Company (R5) receives policy guidance from the R5, Operations Division of the HRSC, planning guidance from HROC and overall HR planning priorities from the ASCC/Army G-1. The HROC will provide the planning and resourcing assistance within the sustainment brigade. The HR Company (R5) falls under the BTB or CSSB of the sustainment brigade for C2 and all administrative support. The HR Company (R5) augmenting the theater level R5 mission will receive all technical supervision and guidance from the TG R5 Director. The HR Company (R5) Commander retains all C2 functions for the company

5-41. The R5 Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more R5 platoons are attached. It provides R5 planning, operations management and data integration support to the HR Company. The R5 Plans and Operations Team consist of a five person Plans and Operations Section and a four person Data Integration Section (see Figure 5-3). The R5 Plans and Operations Section manage current operational requirements and plan both long and short range R5 missions. The Data Integration Team manages, integrates and consolidates data from various sources, performs quality control measures and manages transmittal of data to higher headquarters and affected units. To provide vital personnel service capability for Soldiers in transient, the R5 Plans and Operations Team has equipment and system accesses such as CAC issue, ID Tags and Dependent Eligibility Enrollment Reporting System (DEERS)/Real-time Automated Personnel Identification System (RAPIDS) machines as well as world-wide eMILPO access to update DD Form 93 and SGLV.

5-42. R5 Platoon Headquarters is a multifunctional structure that provides command and control for two to three R5 Personnel Accounting teams in the ASCC/Army and Corps/Division AOR. The headquarters consists of an eight person team that provides technical guidance, leadership, logistical support and command and control for attached R5 teams, while also providing a transportation element critical in coordinating the movement of personnel flowing through R5 Centers. Furthermore, the team monitors emergency leaves, inter-theater and intra-theater transfers as dictated by METT-TC. The R5 platoon headquarters receives all technical guidance from the HR Company headquarters and the corresponding R5 Plans and Operations Team. The HR Company provides all C2 to the attached R5 platoons.

5-43. The R5 Personnel Accounting Team is an organization that provides reception (individual and unit), replacement, R&R, return-to-duty, and redeployment passenger tracking and accountability for 600 personnel a day moving in or out of an assigned area or theater of operations. The general functions include personnel accounting, administrative processing, and logistical support of transient personnel. The team is capable of operating in a joint or multinational environment. This modular, scalable and flexible structure allows the commander to support the large population flow for port operations with numerous teams organized into platoons and HR companies (R5), but also support the small, but essential mission of managing sustainment missions such as R&R at the Corps/Division level with one team or a platoon as necessary at an intra-theater APOD/APOE.

R5 RULES OF ALLOCATION

5-44. R5 Rules of Allocation are provided to assist HR planners to determine the amount of R5 support required to conduct theater R5 operations. R5 structure will predominantly support TG R5 Centers at inter-theater gateways with a TG R5 Team and a full HR Company (R5). A TG R5 Center consists of the following:

- TG R5 Team
- HR Co (R5)
- HR Co R5 Plans/Operations Team
- Four R5 Platoons HQs
- Twelve R5 Personnel Accounting Teams

5-45. More platoons and teams (up to 6 platoons and 18 teams) may be added to the TG R5 Center based on daily passenger flows or anticipated surges. R5 structure will also support intra-theater APOEs/APODs where the daily passenger flow is greater than 600. This would require two R5 Personnel Accountability Teams (for flow up to 1,200), one R5 Platoon HQs and one R5 Plans and Operations Team. These structures would be assigned to the nearest HR Company operating in support of forces in the area of the intra-theater APOE/APOD. It is critical that R5 personnel not be assigned tasks not specifically intended for the R5 mission.

BATTLEFIELD FLOW

R5 FLOW

5-46. The TG R5 team establishes the R5 Center at the most favorable location based on projected personnel flow rates in the area of the inter-theater APOD. An R5 team must be assigned as part of the ESC early entry element to allow for initial R5 operations in the theater. This initial arrival is critical for establishing accurate strength accounting at the beginning of the operation or deployment. The R5 team receives and processes all units (RSO&I) arriving to the AOR and coordinates the onward movement of units to staging areas. Individual replacements flow in a similar manner from the R5 center to the BDE/BCT. The theater opening R5 team and supporting HR Company (R5) coordinate all onward movement, logistical support and the tracking of both units and individual replacements. Specified assignment and other individual replacement personnel assignments are validated and directed by HRSC. Figure 5-5 illustrates the R5 flow in a deployed theater for reception and replacement.

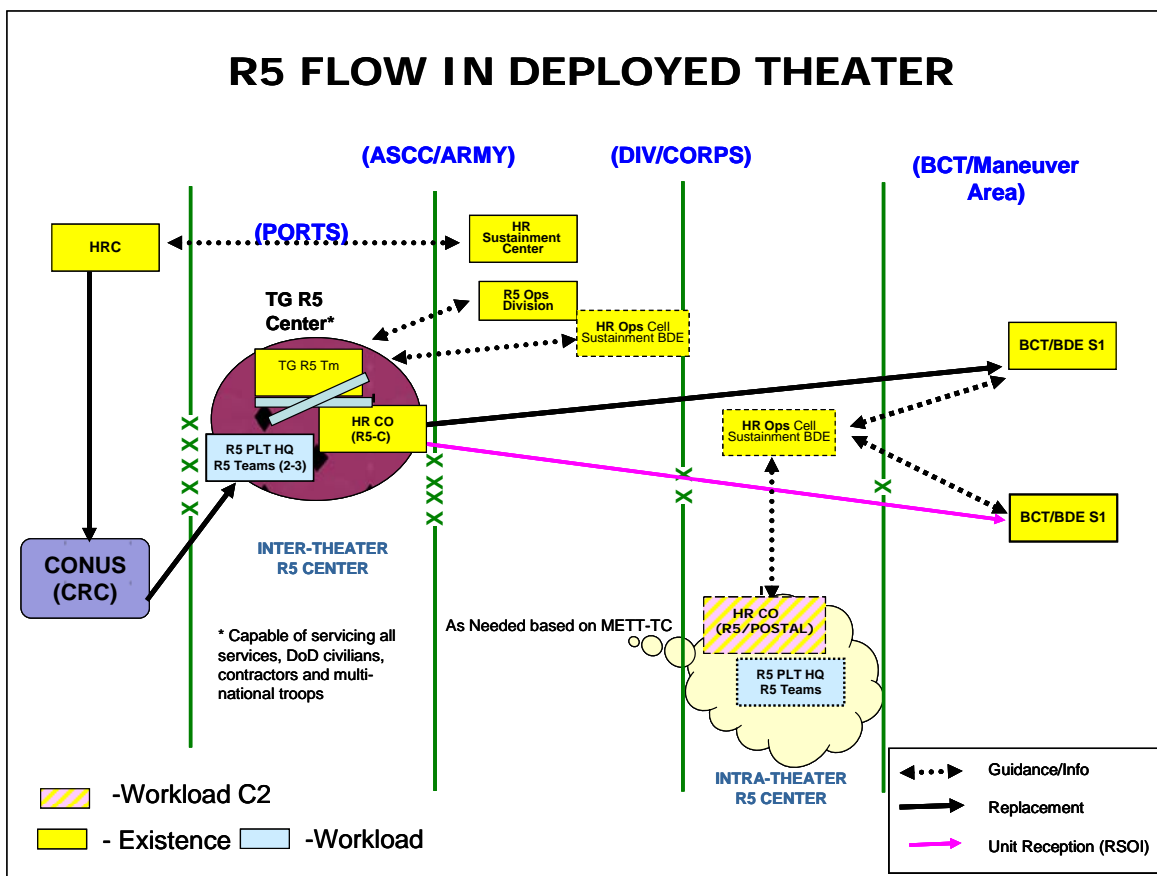


Figure 5-5. R5 Personnel Flow I (Reception and Replacement)

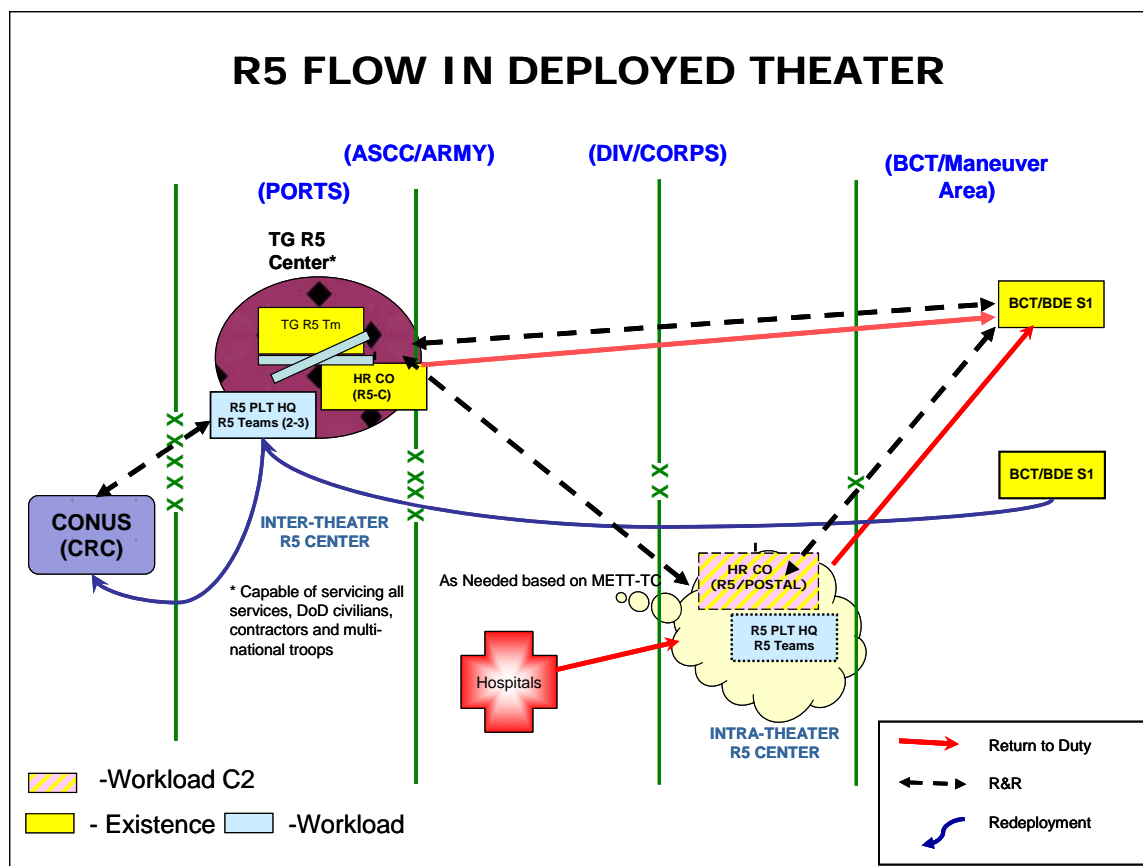


Figure 5-6. R5 Personnel Flow II (Return to Duty, R&R and Redeployment)

5-47. During the Mobilization and Deployment phases of Force Projection, S-1s and G-1s must concentrate their efforts in accounting for all assigned personnel, and reassigning non-deploying Soldiers from deploying Unit Identification Code's (UICs). It is necessary to account for all personnel deploying with the force (Soldiers, DOD civilians, and JIM personnel). The following are some of the required tasks during the Mobilization and Deployment phases of Force Projection:

- Reassign non-deploying Soldiers from deploying units to other non-deploying units or to DUICs established for home detachments
- Establish a PASR system and reporting requirements prior to arrival in AOR (Army/ASCC G-1 may revise these requirements upon arrival)
- Coordinate with Army/ASCC G-1 to obtain most current order/task organization
- Coordinate with Sustainment Brigade SPO to determine the unit flow into theater
- Ensure accurate personnel data is entered into the theater database as the unit processes through the TG R5 Team at the inter-theater APOD (The Data Integration Team of the R5 Plans and Operations section of the HR (R5) Company ensures that units depart the TG R5 Center with a copy of the inputted theater database data)

5-48. During the Employment, Sustainment and Redeployment phases, units will continue to update their Soldiers' records in the personnel database. The following are some of the required tasks during the Employment, Sustainment and Redeployment phases of Force Projection:

- Update Soldier record in DTAS and eMILPO as changes occur
- Track and report assigned and attached personnel to include civilians and joint service personnel
- —
- Track transiting Soldiers in the theater database – especially as R&R operations and return to duty Soldiers return to their units and redeployment operations commence

- Redeploy with databases reflecting only redeploying Soldiers' records

5-49. For medical RTD Soldiers, the R5 element will coordinate with the supporting CLTs and unit S-1's for movement back to the Soldier's units. Upon departure from the JOR, the TG R5 team will coordinate onward movement with other services, coordinate logistical support and properly account for individuals and units as they leave. The R5 section ensures that units depart the TG R5 center with a copy of their portion of the theater personnel database data. RTD Soldiers arrive from multiple sources to include:

- Theater-based hospitals or military MTFs
- CONUS based APOEs (R&R)
- Intra-theater APOE/APODs
- CONUS or other MTFs

5-50. As the JOA matures, other theater entry points may be established which will require R5 support. The size of the R5 element will be based on the projected flow of units and personnel moving inter and intra theater and within the AOR. During sustainment, the R&R program requires close and careful management to ensure proper accountability of personnel and movement control from the reception area to the APOE or for further movement within the theater. Figure 5-6 illustrates the R5 flow in a deployed theater for RDT, R&R, and Redeployments.

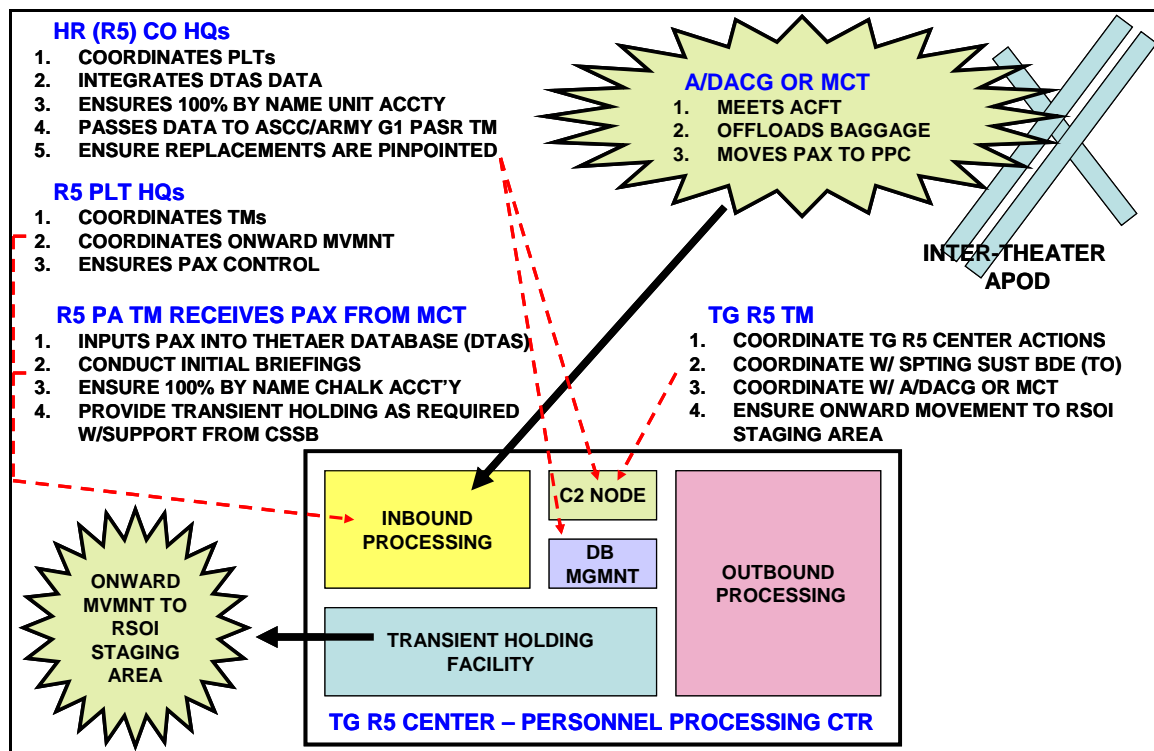


Figure 5-7. Theater Gateway R5 Center Conceptual Sketch – Inbound

5-51. Figure 5-7 above describes the inbound inter-theater TG R5 Center, and in detail, the PPC of the TG R5 Center. The Arrival/Departure Airfield Control Group (A/DACG) or the MCT receives inbound aircraft and offloads passengers and baggage. The MCT turns the personnel responsibility over to the TG R5 Center at the PPC. R5 personnel are responsible, as their principle task, to ensure all arriving personnel are completely and accurately entered into the theater deployed personnel database, currently operated in DTAS. The R5 team provides initial theater welcome and base security briefs as well as ensuring initial military pay data is collected to initiate imminent danger pay.. If required, R5 personnel will coordinate the process of returning equipment (body armor, weapons) to R&R and emergency leave returnees. A limited, short duration transient holding facility is part of the PPC. This portion of the facility is contracted

through the logistics civilian augmentation program (LOGCAP) or is provided by the Force Provider Company which is part of the staging area for the CSSB. R5 C2 structures coordinate with the port (APOD) MCT for onward movement of newly arrived/returned personnel to either the RSO&I staging areas or the passenger holding facility for intra-theater flights.

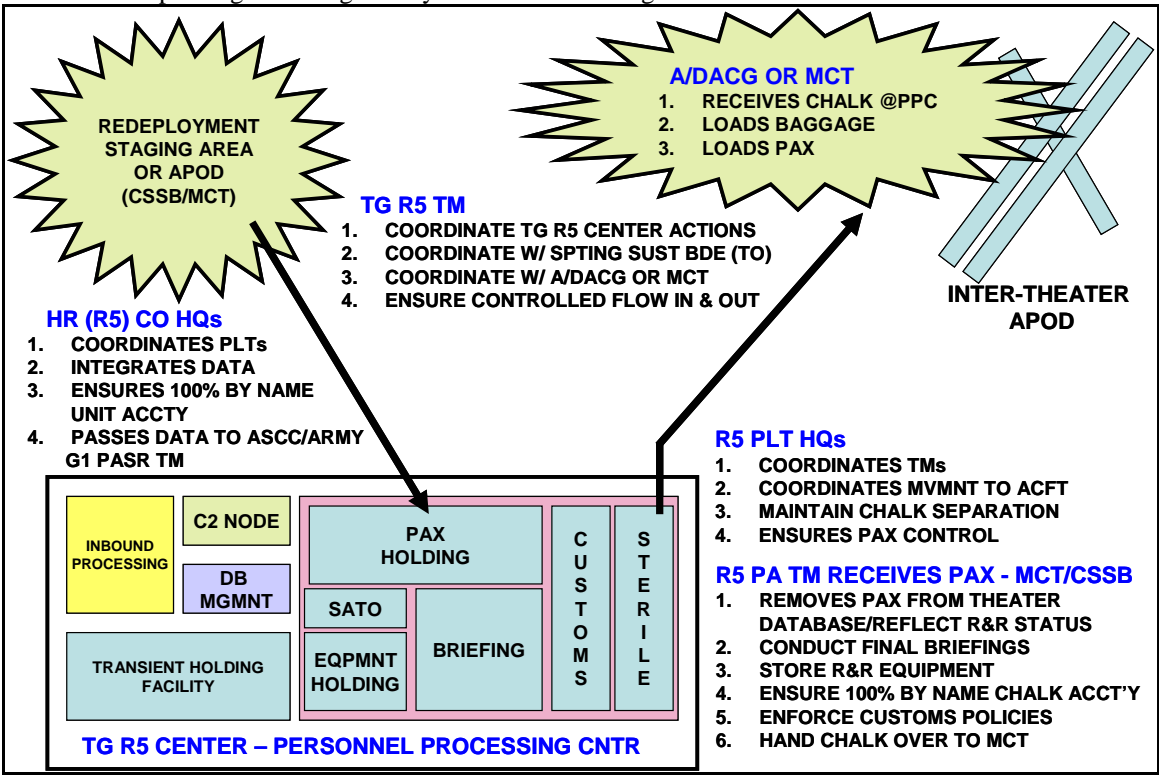


Figure 5-8. Theater Gateway R5 Center Conceptual Sketch – Outbound

5-52. Figure 5-8 depicts the outbound operations at the PPC of the TG R5 Center at an inter-theater APOD. Passengers are received at the PPC by the TG R5 Team/HR Company (R5) from either the RSO&I staging areas for redeploying Soldiers or intra-theater passenger holding areas run by the A/DACG/MCT or the CSSB. Soldiers entering the PPC receive final theater clearance briefings, secure equipment (R&R) if required, are removed from the theater database (most critical R5 task), go through customs inspections and are kept in a sterile area prior to be turned over to the MCT for loading on outbound aircraft.

5-53. The TG R5 Team accomplishes the external coordination with the CSSB and Sustainment Brigade HR Operations Cell and the TG R5 Director runs the internal operations of the center.

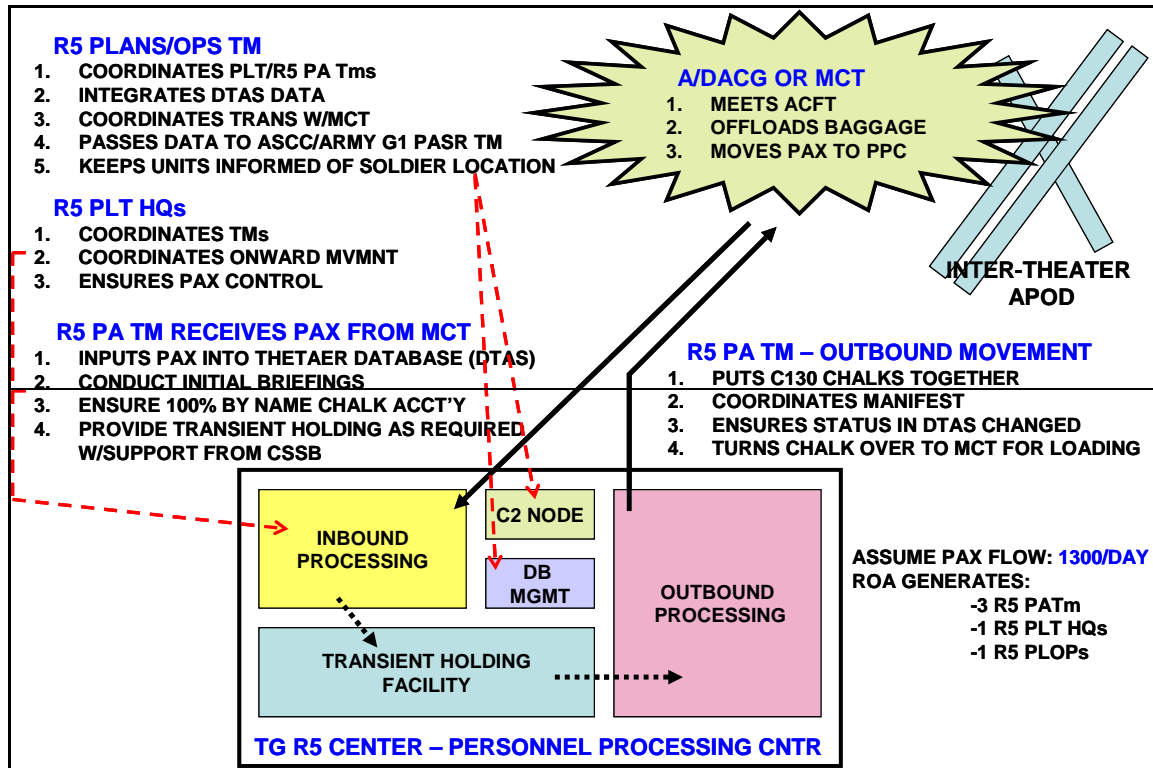


Figure 5-9 Intra-theater R5 Center

5-54. Figure 5-9 describes the intra-theater R5 Center, and in detail, the PPC of the R5 Center. This R5 Center is different from the Inter-theater TG R5 Center, which has a significantly larger daily flow and requires significantly more R5 structure to accomplish this task. The passenger flow required to generate this center is a flow greater than 600 individuals per day. Like the TG R5 Center, the A/DACG or MCT receives inbound aircraft and offloads passengers and baggage. The MCT turns the personnel over to the R5 Center at the PPC. R5 personnel are responsible, as their principle task, to ensure all personnel are completely and accurately entered into the theater deployed database with the change in location, currently operated in DTAS.

5-55. The R5 Planning & Operations Section works closely with the MCT to coordinate the offloading of inbound aircraft and the loading of outbound aircraft. Generally, Army/ASCC G-1 or the Corps G-1 will determine flow rates through R&R planning guidance. A limited, short duration transient holding facility is part of the center. R5 C2 structures coordinate with the port (APOD) MCT for onward movement of newly arrived/returned personnel to either the RSO&I staging areas or the passenger holding facility for intra-theater flights.

Chapter 6

Theater Casualty Operations

Early planning is essential to efficient casualty management. When casualties occur, information must reach the right people as quickly as possible and accuracy is critical. Casualty reporting has a zero defect tolerance and procedural mistakes can not happen as they could potentially lead to improper notification or false information being publicly released. Because next of kin (NOK) notification is a command responsibility, commanders and their designated representatives must be trained appropriately on the casualty notification process.

CASUALTY OPERATIONS MANAGEMENT

6-1. Casualty operations management oversees the administrative processes for casualties, defined as a person who is lost to the organization by having been declared dead, duty status - whereabouts unknown (DUSTWUN), excused absence - whereabouts unknown (EAWUN), missing, ill, or injured. They record, report, verify and process casualty information from unit level to Department of the Army, notify appropriate individuals and provide casualty assistance to NOK. A clear, collaborative system for casualty operation information is critical for effective management.

PRINCIPLES OF CASUALTY OPERATIONS MANAGEMENT

6-2. Casualty management includes the production, dissemination, coordination, validation and synchronization of casualty reporting, casualty notification, casualty assistance, line-of-duty determination, disposition of remains, and disposition of personal effects, military burial honors and casualty mail coordination. The responsibilities include:

- **Casualty Reporting:** The casualty report is the source document used to provide information to the NOK concerning a casualty incident. The categories of reportable incidents are found in AR 600-8-1, Army Casualty Program. The casualty report consists of 61 items including: incident circumstances, military personnel information, individual's personal and family information, etc. Accurate and timely casualty reporting is paramount. Contingency related casualty reports are sent to the appropriate theater Casualty Area Commands where all information is verified and forwarded to the Army Casualty and Memorial Affairs Operations Center (CMAOC). The CMAOC is the functional proponent for Army-wide casualty operations management and is the official casualty and mortuary operations interface between units/major commands deployed, supporting DOD agencies and Casualty Assistance Centers supporting family members at home station.
- **Casualty Notification:** Casualty notification is the process of informing NOK of Soldiers and DA civilians who have been reported as a casualty. Casualty Assistance Centers are responsible for notifying the next of kin. In the event of death, DUSTWUN, or missing status, a representative of the Army in uniform will notify the individual's primary next of kin (PNOK), secondary next of kin (SNOK), and others designated on DD Form 93, Record of Emergency Data, or Servicemember Group Life Insurance (SGLI) as receiving benefits. In regards to Soldiers, the Army may extend travel and transportation orders for up to three family members if requested by the injured/ill Soldier's attending physician.
- **Casualty Assistance:** Casualty assistance is the process of aiding the PNOK and other persons designated to receive benefits of deceased personnel during the period immediately following

casualty notification. Casualty Assistance Centers are responsible for notifying and providing casualty assistance to the PNOK

- Fatal Accident Family Briefs: A fatal accident family brief is the presentation of the facts and findings of a collateral investigation of all operational/training deaths and friendly fire incidents. Additional information is available in AR 15-6 and AR 600-34
- Casualty Liaison Team: The Casualty Liaison Team (CLT) consists of HR personnel attached to medical facilities and theater MA activities with the mission to obtain, verify, update and disseminate casualty information to the appropriate personnel section or organization in the casualty reporting chain. Casualty Area Commands begin coordination with patient administration offices to arrange for on-site CLTs to handle those casualties evacuated to military or civilian hospitals within their AOR. Mass casualty incidents or transfer of injured Soldiers may require treatment outside theater to hospitals in various Casualty Area Command areas (e.g., can include CONUS and OCONUS locations). Thus, CLTs must be prepared to move to local hospitals as appropriate. CLTs are essential for providing updated information on all incapacitated injured or ill Soldiers.

6-3. The Office of the Surgeon General is responsible for identifying the medical facilities within the sustaining base to be used to treat casualties within the AOR. Once identified, the ASCC commander tasks the appropriate HRSC to establish a CLT with the respective medical facility.

ASCC/SUBORDINATE COMMAND RESPONSIBILITIES

6-4. Each ASCC and subordinate commands with general officer commanders must designate a point of contact for coordination of actions when notified by the TAG or TAG's representative. ASCCs must establish implementing procedures in support of AR 600-34 for training/operational accidents and provide additional guidance to subordinate activities as required.

NOTIFICATION AND ASSISTANCE

6-5. Casualty Assistance Centers, in coordination with their Civilian Personnel Activity Center (CPAC), ensure the availability, training and preparation of military and civilian casualty notification personnel. CPACs provide casualty assistance to the NOK of deceased civilians. Casualty Assistance Centers should ensure the availability of copies of casualty assistance officer information and instructions kits.

PERSONNEL LEADER RESPONSIBILITIES

6-6. Personnel leaders must ensure that procedures are followed IAW established timelines for collateral investigations and presentation to NOK. G-1/C1 and Staff Judge Advocates (SJA) have the primary responsibility to ensure the CMAOC is updated on the status of investigations and is provided a non-redacted copy of the approved investigation.

RESPONSIBILITIES

6-7. Multiple agencies, units and echelons of command have critical roles in establishing and operating the casualty operations management system. The levels of commands and their supporting agencies are responsible for the casualty functions / tasks listed in Figure 6-1.

CASUALTY OPERATIONS MANAGEMENT					
FUNCTION / TASK	RESPONSIBLE AGENCY				
	Battalion	Brigade	Division	Corps	Army/ASCC
Report And Record Casualty Information	S-1	S-1	G-1/CLT	G-1/CLT	G-1/CLT
Duty Status Whereabouts Unknown	CDR	S-1	G-1	G-1	G-1
Manage Casualty Files	S-1	S-1	G-1	G-1	G-1
Mortuary Affairs	S-4	S-4	MA TEAM	MA CO	G-4
Personal Effects	S-1/S-4	S-1/S-4	MA TEAM	MA CO	G-4
Line Of Duty Investigations	S-1	S-1	G-1	G-1	G-1
Survivor Assistance	S-1	S-1	G-1	G-1	G-1
Casualty Mail	S-1	S-1	HR Co (Postal)	HR Co (Postal)	HR Co (Postal)

Figure 6-1. Casualty Operations Management Responsibilities

HRC CMAOC

6-8. HRC CMAOC is responsible for:

- Publishing regulatory and procedural guidance governing casualty operations, assistance and insurance management, the care and disposition of remains, disposition of personal effects and line of duty programs
- Providing direction and assistance to casualty assistance centers relating to casualty operations management, disposition of remains and disposition of personal effects programs
- Assisting the lead Army/ASCC or ARFOR G-1 in establishing a casualty data link for casualty reporting
- Providing mortuary liaison team(s) to control flow of information between the armed forces medical examiner and mortuary and Army casualty operations managers
- Coordinating collection of the Soldiers' identification of remains media
- Synchronizing casualty operations with Army G-1/G-4
- Processing Travel and Transportation Orders for up to three family members of a very seriously injured/ill, seriously injured/ill, and at times, for not seriously injured/ill Soldiers
- Conducting boards required by the Missing Persons Act and the Missing Personnel Act
- Coordinating fatal training accident briefs to the PNOK
- Serving as the DOD Executive Agent for Casualty Operations and MA Programs (to include the Central Joint Mortuary Affairs Board)
- Serving as the DOD proponent for DCIPS and DCIPS-FWD systems

- 1735 ● Providing a training package to Casualty Assistance Centers for all casualty assistance officers
1736 and notification

1737 **HRSC**

1738 6-9. The HRSC is the contingency Casualty Area Command for the JOA and has the following
1739 responsibilities:

- 1740 ● Serve as the casualty manager for the JOA under the control of the Army/ASCC G-1
1741 ● Ensure casualty data links are established with HRC-CMOAC
1742 ● Ensure initial casualty reports flow through the contingency Casualty Area Command to HQDA
1743 NLT 12 hours from incident to submission of the initial casualty message
1744 ● Maintain casualty information of all ASCC personnel
1745 ● Provide CLTs to Level III hospitals and MA collection points
1746 ● Submit initial, supplemental and change status casualty reports
1747 ● Synchronize casualty operations between the G-1, CLTs, military police, medical facilities and
1748 MA activities
1749 ● Update the commander on the status of casualties

1750 **THEATER ARMY CASUALTY AND RECORDS CENTER**

1751 6-10. When the tactical situation dictates, the HRSC will form a Theater Army Casualty Records Center
1752 (TACREC). The TACREC is normally located at the Casualty Operations Center of the Casualty Area
1753 Command and is the focal point at the Theater for casualty report processing. It also serves as the
1754 casualty records repository for all records (digital and paper) within the theater.

1755 **CASUALTY ASSISTANCE CENTERS**

1756 6-11. The casualty operations management program provides casualty notification and assistance to
1757 include; assisting families with survivor's benefits and entitlements, coordination of escorts for remains,
1758 making funeral arrangements to include family funeral travel, provides military burial honors and
1759 personal effects disposition. Casualty Assistance Centers operate based upon a geographic area of
1760 responsibility. Casualty Assistance Centers are responsible for training Soldiers from all components as
1761 casualty notification officers and casualty assistance officers.

1762 **DIVISION/CORPS G-1**

1763 6-12. The Division/Corps G-1 has the following responsibilities:

- 1764 ● Maintain personnel asset visibility on all assigned or attached personnel
1765 ● Ensure casualty reports are submitted within 12 hours from time of incident to submission of
1766 initial report, using DCIPS-FWD to CMAOC and the supporting Casualty Assistance Center
1767 ● Administer authority levels for submission of casualty reports for assigned and attached units
1768 ● Maintain casualty information of all assigned or attached personnel
1769 ● Ensure supplemental and change status casualty reports are submitted in a timely manner
1770 ● Ensure DD Form 1156 is received or distributed as required
1771 ● Ensure letters of sympathy and /or condolence are completed
1772 ● Synchronize casualty matters between the G-1 and G-4
1773 ● Advise the commander on the status of casualties

1774 6-13. Note: If the Division/Corps is also serving as the ARFOR, the following responsibilities are
1775 added:

- 1776 ● Serve as the casualty manager for the AOR
1777 ● Establish the Casualty Area Command for the AOR
1778 ● Ensure data links are established with HRC and casualty information flow is maintained

- 1779 • Ensure CLTs are located at hospitals and MA collection points
- 1780 • Ensure casualty operations is synchronized between the G-1, CLTs, military police, combat
- 1781 support hospitals, MA, intelligence activities and others as directed by DA
- 1782 • Ensure casualty reports are submitted for all military personnel and DoD civilians, and is
- 1783 completed with required and accurate data
- 1784 • Include casualty managers as part of all early entry modules/ teams

1785 **BDE/BCT S-1**

1786 6-14. The BDE/BCT S-1 has the responsibility to maintain personnel accountability to include casualty
 1787 reports and status of personnel at medical facilities. It forwards all casualty form changes (to include DA
 1788 Form 93 and SGLI) to CMAOC. The BDE/BCT S-1 is a point of entry for casualty data into DCIPS-
 1789 FWD and is also required to submit SUPP, STACH, and PROG reports as applicable. Field grade
 1790 commanders or their designated field grade representative at the battalion level and above must approve
 1791 casualty reports for processing due to the sensitivity and need for accuracy. BDE/BCT are responsible for
 1792 coordinating with Fatal Accident Section of CMAOC whenever there is an operational or accidental death
 1793 within their unit for the briefing required to the PNOK.

1794 **BATTALION S-1**

1795 6-15. The Battalion S-1 has the assigned responsibility to maintain personnel accountability to include
 1796 submitting casualty reports and status of personnel at medical facilities to the BDE/BCT. Forward all
 1797 casualty form changes (to include DA Form 93 and SGLI) to the BDE/BCT.

1798 6-16. Field grade commanders or their designated field grade representative at the battalion level and
 1799 above must approve casualty reports for processing due to the sensitivity and need for accuracy.

1800 **CASUALTY LIAISON TEAM**

1801 6-17. The mission of the CLT is to provide accurate casualty reporting and tracking information at
 1802 medical facilities, MA collection points and higher headquarters, as well as facilitate real-time casualty
 1803 information for commanders. HR professionals, along with CLTs, must deploy as members of all early
 1804 entry elements as they facilitate the casualty information flow of accurate and timely reporting. The
 1805 CLT's should be located at every point of evacuation from a theater.

1806 6-18. The CLTs primary function is to ensure timely casualty reporting to the Army/ASCC G-1 and
 1807 HRSC and ultimately, the HRC CMAOC. The Army/ASCC Casualty Area Command verifies the
 1808 information and sends it to HRC to direct and coordinate notification actions through the appropriate
 1809 CONUS Casualty Assistance Center. They also assist commanders in keeping accurate casualty statistics
 1810 throughout the course of an operation. When necessary, based on a split mission, the CLT is capable of
 1811 splitting the team to support smaller more forward locations such as a smaller MA collection point.
 1812 Multiple CLT teams should be trained to allow for rotations in duty assignments to provide a break from
 1813 the emotionally draining nature of the duty. Figure 6-2 shows the organizational design for the Casualty
 1814 Liaison Team.

1815 6-19. CLTs not only provide accurate casualty information, but they also act as a liaison for each
 1816 affected commander. The CLT provides updated status reports to the affected unit and informs the unit if
 1817 the affected Soldier leaves theater. The CLTs assist with coordinating a Soldier's return to duty with the
 1818 unit and/or a R5 unit. A CLT member located at a military treatment facility must review each patient's
 1819 status and document newly arrived patients. For each patient, the CLT must collect casualty related
 1820 information for entry into the DCIPS-FWD database. Accountability must be maintained for all patients.
 1821 The CLT acts as an administrative liaison for the injured Soldier ensuring he or she has access to
 1822 necessary services such as military pay, MWR, or any HR related service.

1823 6-20. Additionally, casualty reports or casualty information received by units must be reconciled and
 1824 verified by Battalion or BDE/BCT HR professionals. Casualty reports or casualty information received
 1825 via tactical operational systems must be reconciled and verified by Battalion S-1s and forwarded to

BDE/BCT S-1 personnel who submit the casualty report. The CMAOC WIA Cell will contact CLTs in order to receive patient updates that WIA will pass on to family members until family members and Soldiers are united.

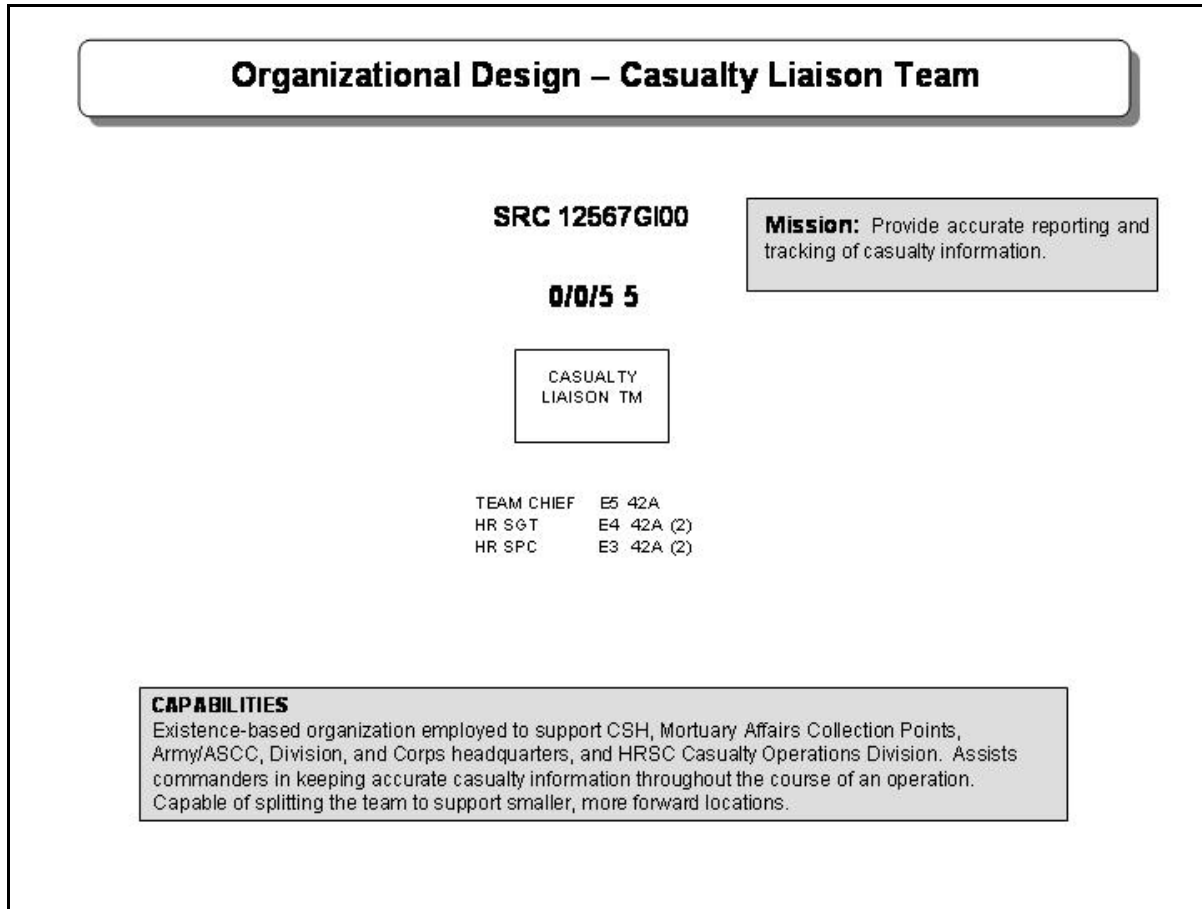


Figure 6-2. Casualty Liaison Team Organizational Architecture

BATTLEFIELD FLOW

6-21. Casualty information on the battlefield is collected from all available sources and must be reported through official channels as quickly as possible. Casualty managers from each echelon of command need to deploy as part of each echelon's early entry elements. In the absence of an HRSC, the senior element S-1/G-1 must be ready to immediately assume the role of the Casualty Area Command. Mission needs take priority and will dictate the speed in reporting of casualty information. Additional requirements for information from higher levels may increase the complexity of the reporting requirements. The casualty reporting process is shown in Figure 6-3.

6-22. The observed casualty incident is initially reported on a DA Form 1156 to quickly document critical information and is forwarded to the Battalion S-1 section and then to the Brigade S-1. The BDE/BCT S-1 section prepares the DCIPS-FWD casualty report and forwards the report to the theater Casualty Area Command for further submission to the CMAOC at HRC. The Theater Casualty Area Command will report casualty information to the CMAOC on a NIPR channel using the DCIPS-FWD system as the official means of casualty reporting due to the personal nature of information within the reports and system access. The casualty reporting and tracking flow is illustrated in Figure 6-4.

6-23. Alternatively, the Soldier may be immediately medically evacuated to a MTF and the CLT will generate the DCIPS report for submission to the Theater Casualty Area Command. Information includes date and time of event causing the casualty, along with circumstances and location. CLTs will also ensure

the Soldier's unit is notified and provided a copy of the report. It is critical to note that, when deployed, CLTs work directly for the COD of the HRSC operating the theater Casualty Area Command and provide support to hospitals and G-1/S-1 sections, unless otherwise determined by OPORD. The information gathered by the CLT flows directly to the Army/ASCC Casualty Area Command operated by the COD of the HRSC unless the Army/ASCC G-1 directs that reports be routed to subordinate G-1s for the commander's release approval. The CMAOC will contact the regional Casualty Area Command to coordinate for notification of NOK as per the DD form 93 for deceased Soldiers. For injured/ill Soldiers, CMAOC will contact the local CAC who will contact the Soldier's rear detachment. The rear detachment will make telephonic notification and then report back thru the CAC that notification is complete. At that time, CMAOC will call the next of kin and prepare them for travel to the bedside if the Soldier's doctor requests their presence. It is critical to note that casualty information must flow vertically (up and down) the reporting chain, as well as horizontally (left and right) with responsible agencies. (i.e., CSH, BDEs, etc.).

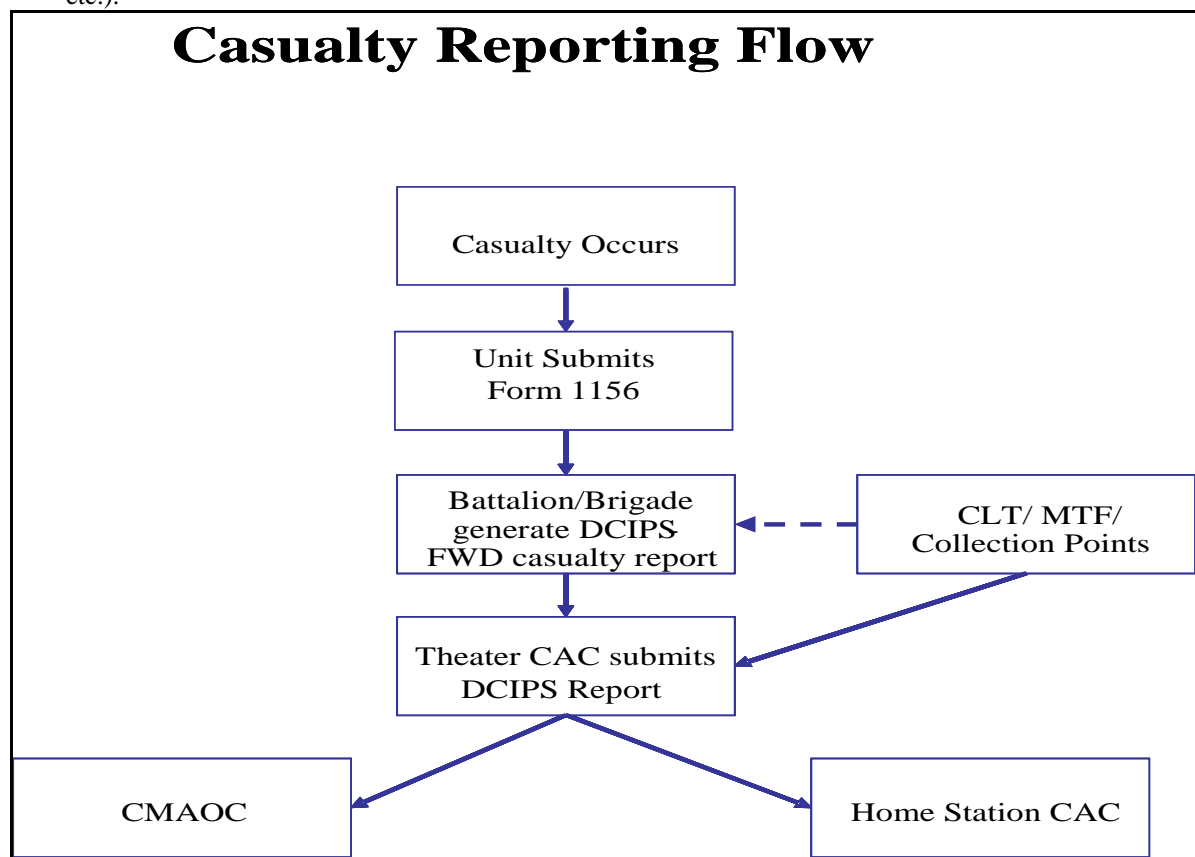


Figure 6-3. The Casualty Reporting Flow

6-24. The CLT collected information is also needed for the Soldier's unit commander for accountability purposes. Future connectivity between casualty and patient tracking may also allow S-1's to receive real time casualty information from medical facilities and Casualty Collection Points. Systems also can be developed, such as a consolidated database (similar to XVIII Airborne Corps' Fusion net) to link casualty reporting information for querying capabilities and filtering based on requested information.

6-25. The DD Form 1156 is designed to include the required fields for entering the information into the DCIPS system. Connectivity is critical for accessing casualty systems. At each reporting level, the information should be validated for correctness and succinctness to include the required first 15 fields. A supplemental report can follow to further document and complete the report without holding up the initial report. Accuracy and timeliness is crucial and casualty reports have no allowance for defects. More details included in the initial report can lead to mistakes in information relayed in haste to families rather

than accurate information provided later. The additional filter in the casualty reporting flow adds an additional review and provides another level of validation. Figure 6-5 illustrates the casualty reporting and tracking flow at this stage of the reporting process.

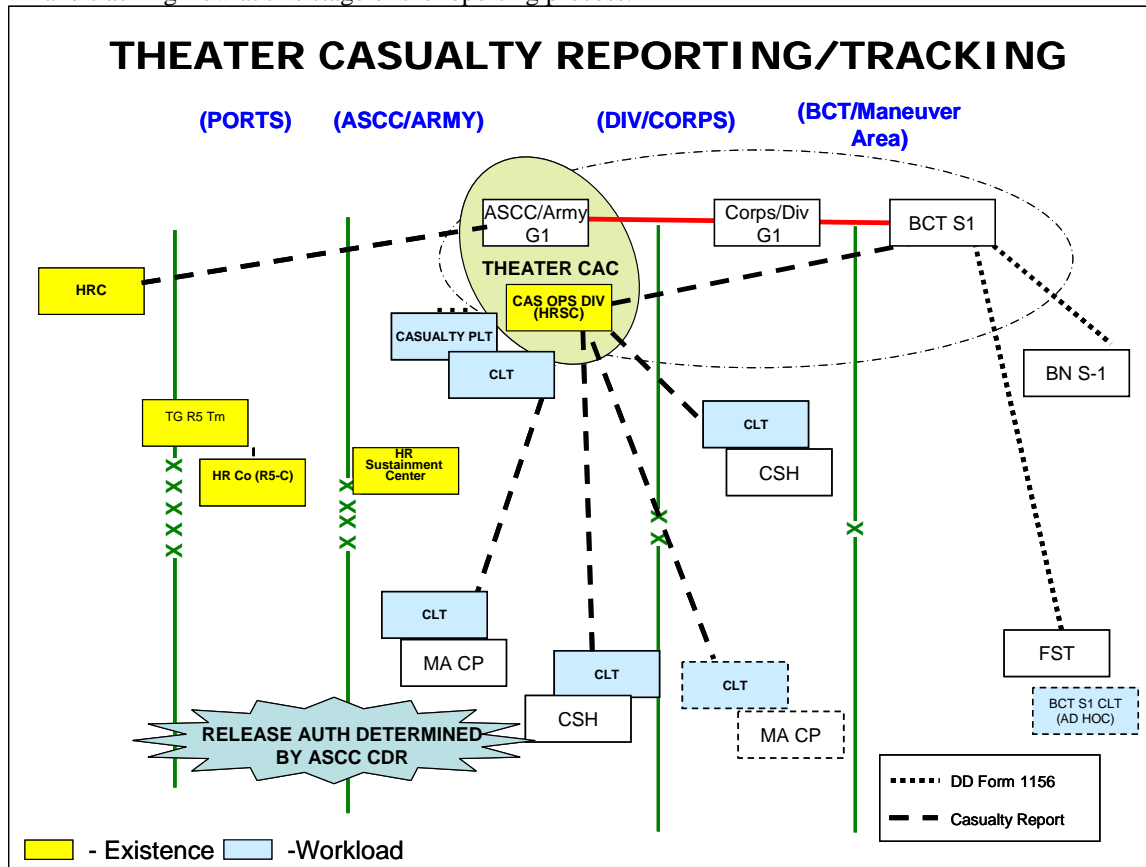
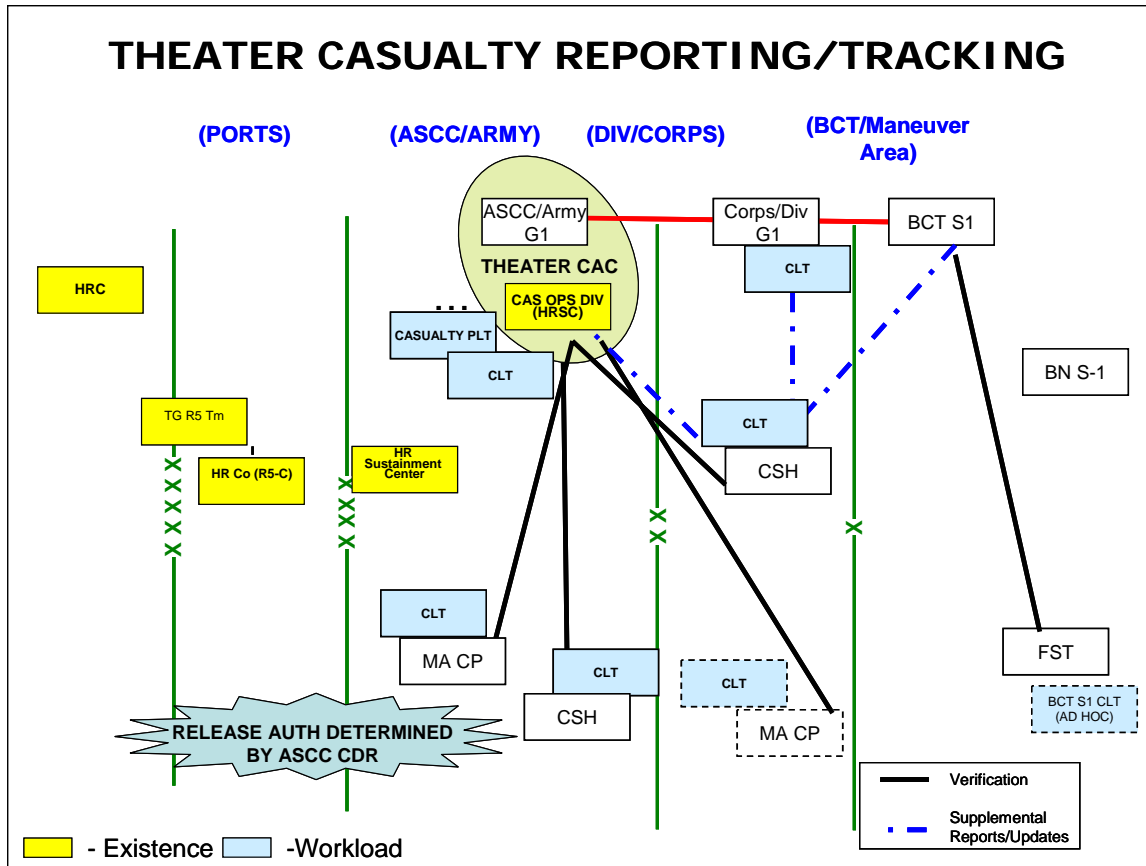


Figure 6-4. The Casualty Reporting and Tracking Flow (Reporting Process)



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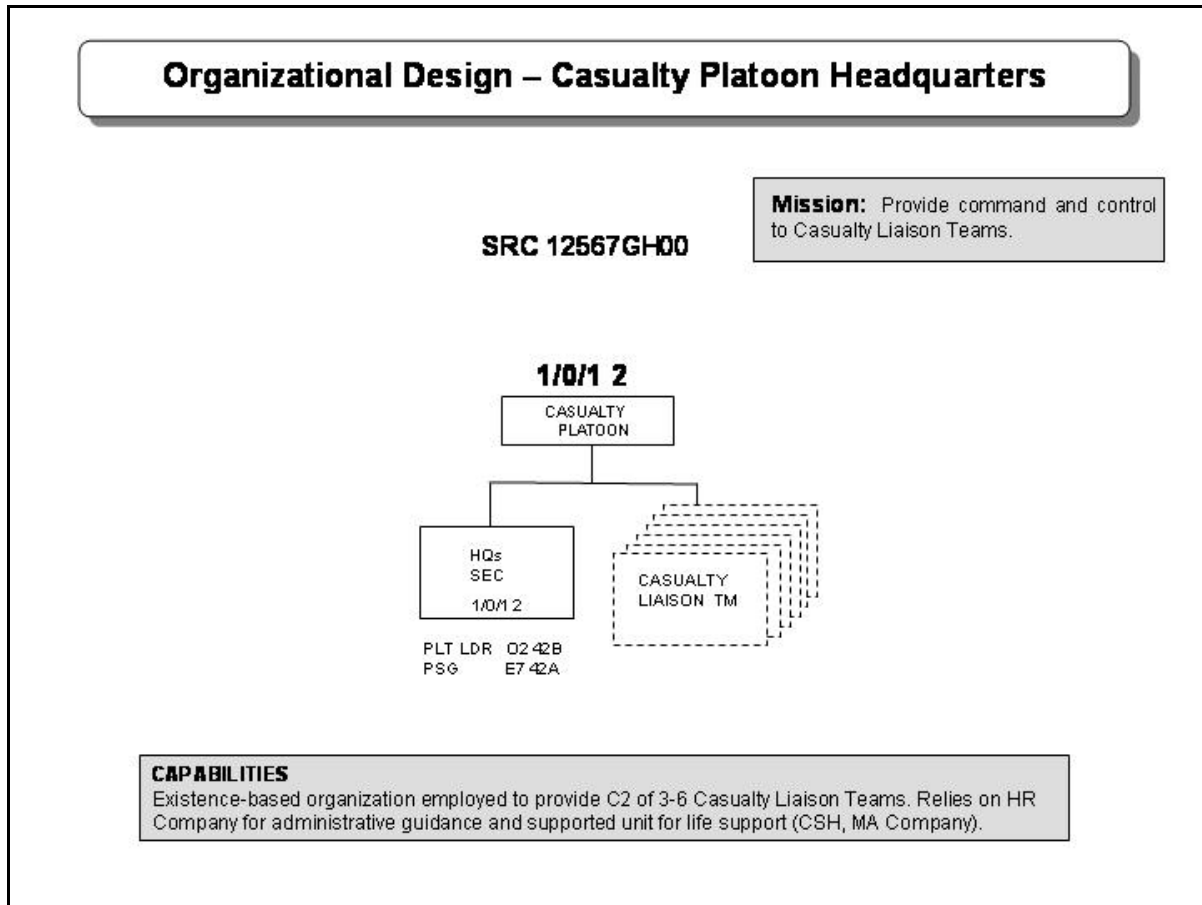
Figure 6-5. The Casualty Reporting and Tracking Flow (Verification Process)

1883 CASUALTY PLATOON HEADQUARTERS

1884 6-26. The Casualty Platoon HQs is an existence-based command and control organization employed in
 1885 support of three to six CLTs and will be attached to the COD of the HRSC. Figure 6-6 shows the
 1886 organizational design for the Casualty Platoon Headquarters. They can also be attached to a HR
 1887 Company in a specific area. This employment allows the command and control element to align with the
 1888 technical element to better support the CLTs and Army/ASCC Commander with accurate and timely
 1889 casualty information collection.

1890 ORGANIZATION

1891 6-27. The Casualty Platoon HQs provides leadership, training assistance and administrative support to
 1892 geographically separate CLTs. The casualty platoon receives all administrative guidance through the HR
 1893 Company headquarters and functions as part of the Casualty Area Command in a deployed environment.
 1894 The headquarters ensures that all CLTs are properly resourced to perform the casualty reporting tasks.



1913 MISSING PERSONNEL AND PRISONERS OF WAR

1914 GENERAL GUIDANCE

1915 6-30. Detailed guidance on handling missing Soldiers can be found in AR 600-8-1, Army Casualty
1916 Program and DODI 2310.5, Accounting for Missing Persons.

1917 DUTY STATUS WHEREABOUTS UNKNOWN (DUSTWUN):

1918 6-31. This is a temporary status and not a missing category, used when an individual is not accounted
1919 for and the Soldier's duty status is unknown. Pending an official determination, unaccounted for
1920 casualties are normally placed in a DUSTWUN status for a maximum of ten days. This temporary
1921 DUSTWUN status is used while the command investigates the Soldiers disappearance. If an involuntary
1922 absence cannot be determined from the facts, report the individual as AWOL as required by AR 630-10.
1923 The Casualty Area Command will submit a supplemental report immediately when additional or corrected
1924 information becomes available.

1925 CASUALTY CATEGORIES

1926 6-32. For reporting missing personnel include: beleaguered, besieged, captured, detained, interned,
1927 missing and missing in action. For definitions of these terms see the glossary of AR 600-8-1, Army
1928 Casualty Program or DODI 2310.5, Enclosure 2, Accounting for Missing Persons.

1929 PERSONNEL ACTIONS

1930 6-33. It is DOD policy that military personnel isolated from U.S. control will be considered for
1931 promotion, pay adjustments and other appropriate administrative actions under the purview of their
1932 Service without prejudice and on an equal footing with contemporaries in accordance with existing laws.

1933 STATUS CHANGES

1934 6-34. Once a Soldier has been placed in a missing status, only the Secretary of the Army or his designee,
1935 The Adjutant General, pursuant to authority delegated by the Secretary of the Army, may change the
1936 status. A Status Determination Board will be conducted on or about the first anniversary date of the
1937 disappearance to determine the status of the individual. Subsequent Status Determination Boards will be
1938 held when sufficient evidence is discovered that may significantly change the individual's status.

1939 REINTEGRATION PROCEDURES

1940 6-35. The repatriation reintegration process consists of medical assessment and treatment (including
1941 psychological decompression), intelligence and survival, evasion, resistance, escape debriefings, family
1942 visitation, return to unit control, evacuation, personnel actions (a Service responsibility) and media
1943 management. Combatant commanders have the initial responsibility for the care of returnees, pending
1944 their delivery to appropriate Service control. Depending upon the situation, the combatant commander
1945 will designate an appropriate number of centralized processing centers in close proximity to an MTF to
1946 meet the needs of the returnee(s).

1947 6-36. Upon recovery, returnee(s) will immediately be transported to a safe area, met by appropriate
1948 command authority and receive necessary emergency medical attention. A leader should be present,
1949 whenever possible, for the purpose of providing moral support. These Soldiers should accompany the
1950 returnee(s) from the safe area to the transition location and/or processing center where initial processing
1951 will take place.

1952 PROCESSING OF RETURNEE(S)

1953 6-37. Because of intelligence time sensitivity, a debriefing is essential and will normally be initiated at the
1954 transition location. When necessary, medical personnel will make optimum debriefing arrangements,

1955 consistent with proper medical treatment and evacuation. Returnees will be afforded all the legal rights
1956 and privileges to which they are entitled as military personnel at every stage of processing, including
1957 intelligence debriefings. In view of the physical and psychological pressures to which they may have been
1958 subjected, special care must be taken to ensure that their rights are in no way compromised or forfeited.
1959 Additional requirements for administrative processing of returnee(s) may be found in Joint Publication
1960 3-50, Personnel Recovery.

1961

Chapter 7

1962

Theater Personnel Accounting and Strength Reporting Operations

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Personnel accounting enables managers to support the commander's concept of the operation and assists senior leaders in making timely and informed decisions. The Army's Personnel Accounting and Strength Reporting (PASR) system provides personnel accountability reports and other strength-related information such as duty status, unit of assignment, location, assignment eligibility available codes, military occupational specialty (MOS) codes and updates command personnel databases at all levels. Information gained through PASR provides readiness and strength managers at all levels with the data necessary to analyze manning levels as a component of combat power.

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PASR MISSION

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7-1. The PASR system is designed to account for Soldiers, Army civilians, JIM, and other personnel as required. Personnel accounting includes the by-name recording of specific data on arrivals and departures from units, duty status changes, MOS/specialty codes, grade changes, etc. Strength reporting is a numerical end product of the accounting process based on fill versus authorizations. Effective PASR depends on timely, accurate and complete personnel data/ information entered correctly and updated as frequently as possible. The personnel accountability process is crucial to the Army's entire personnel information management system.

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PASR RESPONSIBILITIES

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7-2. For contractor personnel, the Synchronized Predeployment and Operational Tracker (SPOT) has been designated as the Joint Enterprise contractor management and accountability system. SPOT maintains by-name accountability for all contractors. The Contractor Coordination Cell of the Army Field Service Brigade (AFSB) has theater responsibility for tracking and accounting of contractors. The Contractor Coordination Cell will account and track contractors via SPOT, who then reports the numbers to the AFSB S-1. The AFSB reports the numbers to the TSC and the TSC then includes contractors in their reports to the Army/ASCC G-1. Specific staff responsibilities are currently being developed and will be published as they are finalized. See FMI 4-93.41, Army Field Support Brigade TTP.

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7-3. The following agencies have significant roles in the establishment and operation of the PASR management system (Figure 7-1).

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PERSONNEL ACCOUNTING AND STRENGTH					
FUNCTION TAS	RESPONSIBLE				
	Battalion	Brigade	Division	Corps	Army/ ASCC
Personnel Accountability	S-1	S-1	G-1	G-1	G-1
Strength Reporting	S-1	S-1	G-1	G-1	G-1
Patient Tracking	S-1	S-1	Surgeon	Surgeon	Surgeon
Straggler Control	S-3	S-3	Provost Marshall	Provost Marshall	Provost Marshall
Mortuary Affairs (MA)	S-4	S-4	MA Team	MA Collection Company	G-4

Figure 7-1. PASR Responsible Agencies

HUMAN RESOURCES COMMAND (HRC)

7-4. HRC responsibilities include:

- Provide technical instructions to govern reassigning selected Soldiers to fill readiness requirements in deploying units
- Provide technical instructions for processing civilian and joint personnel information into the theater personnel accountability database
- Provide oversight for the Army's automated deployed personnel accountability system (DTAS)
- Provide technical assistance, as required by the Army/ASCC G-1, in establishing the deployed theater database
- Provide technical policy and procedures to govern mobilizing and accessing RC Soldiers into the AC personnel database

ARMY/ASCC G-1

7-5. The Army/ASCC G-1 Manpower Division has the following responsibilities:

- Establish reporting policies reflecting detailed reporting procedures and responsibilities (who reports to whom), in coordination with the Combatant Command J-1
- Manage ASCC personnel readiness network and establish deployed theater personnel database (currently using DTAS)
- Assume the PASR management responsibility from the lead TG R5 Team and Sustainment Brigade HROC
- Operate the automated theater PASR management system
- Work with HRSC on data reconciliations and quality control checks to include monitoring and analyzing strength reports to determine required strength

- 2017 ● Direct a Personnel Asset Inventory (PAI) for any subordinate unit when the unit's strength
- 2018 imbalance between the eMILPO database and TAPDB database is two percent or more
- 2019 ● Ensure unit authorization documents are available for all organizations arriving in the AOR
- 2020 ● Establish effective and efficient communications with HRC, RC Personnel Offices, Rear
- 2021 Detachments (as required), appropriate Joint HQ/other services/federal agencies, and the CRC
- 2022 ● Monitor and maintain readiness information on units deploying into the Theater
- 2023 ● Monitor, analyze, and validate unit strengths to determine personnel requirements and priorities
- 2024 ● Prepare any personnel summary and requirement reports as required
- 2025 ● Predict and validate personnel requirements based on current strength levels, projected gains,
- 2026 estimated losses, and the projected number of Soldiers and Army civilians returning to duty
- 2027 from medical facilities
- 2028 ● Recommend replacement priorities to the G3 (if replacement shelves are created)
- 2029 ● Manage theater replacement system (if replacement and casualty shelves are utilized)
- 2030 ● Develop theater personnel distribution plans (if replacement and casualty shelves are created)
- 2031 ● Conduct reassignments to meet operational requirements (coordinate with subordinate G-1/S-1
- 2032 and HRC

2033 HRSC

- 2034 7-6. The HRSC and PASR/PRM/PIM Division have the following responsibilities:
- 2035 ● Deploy a PASR section with the early entry module to establish the theater deployed personnel
 - 2036 database prior to Soldiers arrival and establish theater PASR policies
 - 2037 ● Establish the deployed theater personnel database, currently using DTAS as the enabling
 - 2038 automated system
 - 2039 ● Ensure data is properly entered into DTAS for required data fields to generate Joint Personnel
 - 2040 Status and Casualty Report (JPERSTAT) requirements
 - 2041 ● Develop relationships with subordinate task organized units to ensure timely and accurate PASR
 - 2042 ● Operate the automated theater PASR management system
 - 2043 ● Collect, reconcile, correlate, analyze and present critical personnel readiness information to
 - 2044 personnel strength managers and determine required strength requirements
 - 2045 ● Conduct data reconciliations and quality control checks
 - 2046 ● Direct a PAI for any subordinate unit when the unit's strength imbalance between the eMILPO
 - 2047 database and TAPDB database is two percent or more
 - 2048 ● Ensure adequate resources and training is available on DTAS.
 - 2049 ● Monitor, analyze, and validate deploying units authorization documents

2050 CORPS G-1

- 2051 7-7. The Corps G-1 responsibilities when serving as the ARFOR include:
- 2052 ● Establish and enforce PASR reporting requirements for subordinate units
 - 2053 ● Ensure all subordinate G-1's/S-1's are notified of all pending and potential task organization
 - 2054 changes
 - 2055 ● Ensure all reports reflect the latest task organization
 - 2056 ● Monitor automated theater deployed personnel accountability system as required. Ensure by
 - 2057 name accountability data matches strength data
 - 2058 ● Develop relationships with subordinate task organized units to ensure timely and accurate PASR
 - 2059 ● Submit Personnel Status (PERSTAT) reports as required
 - 2060 ● Submit Personnel Summary Reports (PERSUM) and Personnel Requirements Reports (PRR) as
 - 2061 required
 - 2062 ● Provide guidance and oversight for accountability cells at ports of embarkation and debarkation
 - 2063 in JOAs.

- 2064 ● Establish an automated PASR system by aligning with all arriving unit S-1s
- 2065 ● Direct arriving Battalions and separate units to provide copies of their flight/sea manifests to the
- 2066 appropriate R5 team or Corp G-1 representative at the port of debarkation
- 2067 ● Conduct data reconciliations and quality control checks
- 2068 ● Ensure that a PASR manager from the ASCC deploys with the early entry Corps personnel
- 2069 management center increment

2070 **DIVISION G-1**

- 2071 7-8. The Division G-1 PASR responsibilities when serving as the ARFOR include:
- 2072 ● Establish and enforce PASR reporting requirements for subordinate units
 - 2073 ● Ensure all subordinate S-1's are informed of and track all pending and potential task
 - 2074 organization changes
 - 2075 ● Ensure all submitted PASR reports reflect latest task organization
 - 2076 ● Ensure by name accountability data matches strength data
 - 2077 ● Monitor automated AOR deployed personnel accountability system
 - 2078 ● Synchronize the timely vertical flow of automated personnel information from Battalions and
 - 2079 BDE/BCTs and separate units
 - 2080 ● Submit PERSTAT reports as required
 - 2081 ● Coordinate with the G-3/5/7 for manpower requirements and generate replacement requests to
 - 2082 fill billets
 - 2083 ● Conduct data reconciliations and quality control checks
 - 2084 ● Submit PERSUM and PRR as required
 - 2085 ● Provide guidance and oversight for accountability cells at ports of embarkation and debarkation
 - 2086 in AOR

2087 **BDE/BCT S-1 SECTION**

- 2088 7-9. The BDE/BCT S-1's have the responsibility to maintain personnel strength information and process
- 2089 status changes for all assigned personnel. Brigade S-1s keep the theater personnel database current by
- 2090 updating changes to a Soldiers status to include changes in unit assignment or location.

2091 **BATTALION S-1 SECTION**

- 2092 7-10. The Battalion S-1 has the responsibility to maintain personnel strength information and process duty
- 2093 status changes for all assigned personnel. Similar to the brigade level, battalions must update any changes
- 2094 in personnel status or location.

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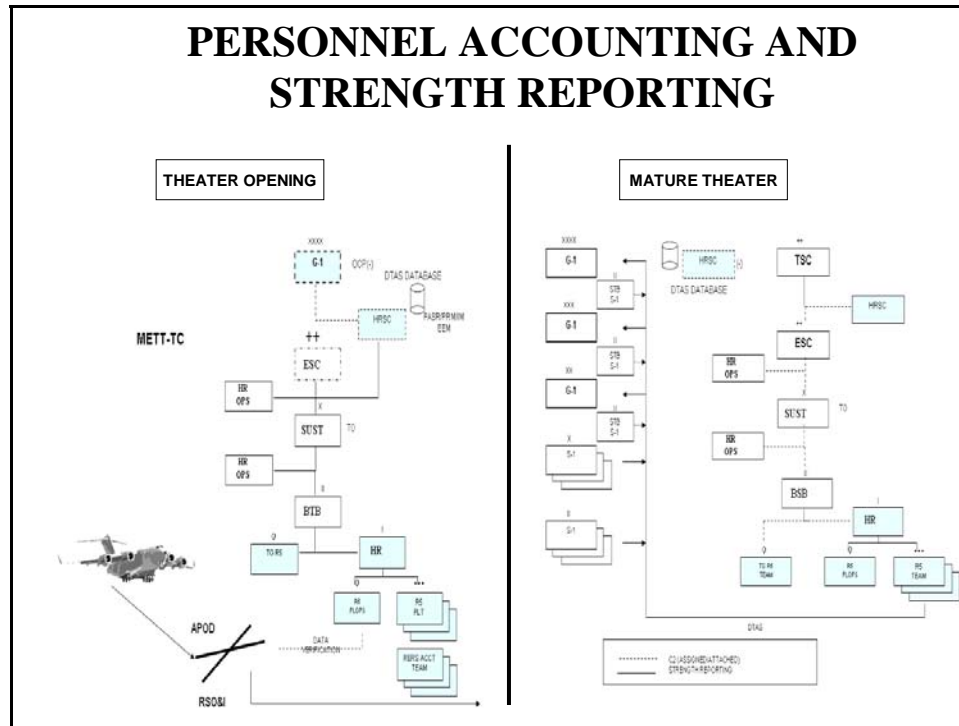


Figure 7-2. Personnel Accounting and Strength Reporting (PASR)

PRINCIPLES OF PASR

7-11. PASR depends on timely, accurate and complete personnel information. Secure and non-secure voice and data connectivity is key to ensuring the viability and effectiveness of HR personnel management systems, however, personnel readiness managers must be prepared to operate in an environment with little to no connectivity, particularly during the initial phase of an operation or in an AOR where subordinate units are geographically dispersed. Personnel readiness managers must plan for and train in using standard reports that generate the required data without the assistance of HR automated systems.

COMMAND RELATIONSHIPS AND INHERENT RESPONSIBILITIES

7-12. The chart below (Figure 7-3) depicts command relationships and inherent responsibilities.

Inherent responsibilities are:	If relationship is:		
	CCDR	OPCON	TACON
Has command relationship with:	Gaining combatant commander; gaining service component commander	Gaining command	Gaining command
May be task organized by:	Gaining combatant commander; gaining service component commander	Gaining command	Parent unit
Receives logistic support from:	Gaining service component commander	Service component command; parent unit	Parent unit

Assigned position or AO by:	Gaining combatant commander	Gaining command	Gaining command
Provides liaison to:	As required by gaining component commander	As required by gaining command	As required by gaining command
Establishes and maintains communications with:	As required by gaining component commander	As required by gaining command	As required by gaining command & parent unit
Has priorities established by:	Gaining component commander	Gaining command	Gaining command
Gaining unit can impose further command relationship/authority of:	OPCON; TACON; direct support; mutual support; general support; close support	OPCON; TACON; direct support; mutual support; general support; close support	Direct support; mutual support; general support; close support

Figure 7-3. Command Relationships and Inherent Responsibilities

PERSONNEL ACCOUNTABILITY

7-13. The personnel accountability process is crucial to the Army's entire Personnel Information Management (PIM) System. Personnel accountability is recording by-name data on personnel at R5 stations when they arrive, depart, change deployed duty location, change duty status, change position or undergo a grade change. Personnel accounting also includes the daily reporting of a Soldiers' and civilians' status by S-1's and G-1's. S-1's must ensure that any change in a Soldiers' status is quickly and accurately annotated in the database of record (eMILPO/DIMHRS). Planning and SOPs need to be established prior to deployment for theater reporting requirements and required database tools need to be deployed as early as possible to the theater. Personnel strength reports must be submitted as frequently as possible (at a minimum daily) or as directed by higher. Any individual departure from or arrival into theater (including medical transfers) must be documented in DTAS to accurately reflect true boots on the ground personnel numbers and to provide visibility at the top of the system so as to allow for timely replacements when appropriate. A future interface or reconciliation process with the patient tracking system could provide a direct update and visibility to the S-1 of the Soldiers' status.

STRENGTH REPORTING

7-14. Strength reporting is the transformation of by-name data into a numerical end product. The PASR process starts with by-name strength related transactions submitted at Battalion and separate unit level and ends with personnel database updates at all echelons of command culminating at HRC and HQDA. Numerical strength reports reflect the combat power of a unit and support tactical decision making. It is a strength management tool for the G-1s and S-1s to support their respective commands. Timely and correct PASR information is critical in this process. Strength reporting data starts from an established authorization document. The unit's authorization document establishes the required base-line strength.

7-15. The Army has automated personnel accountability software (DTAS) for use in a deployed theater. DTAS serves as the database of record for accountability (boots on the ground) in the theater of operation. In the event the automated system is not available (due to lack of bandwidth or other issues) manual reports must be substituted. The reports that flow in from subordinate units may be sent either through DTAS or on the Personnel Summary Report (PSR) Form, requiring DTAS entry. The PSR reports strength by personnel category (officer, warrant, enlisted and civilian), gains, losses, and duty status changes since the last report. Reports from subordinate units are rolled up and reported higher. The personnel summary is normally required every 24 hours during contingency operations. The theater personnel database servers should be located in CONUS and preferably belong to the ASCC with enough bandwidth to support both SIPR (priority) and NIPR connectivity. Units need to be aware of service reporting procedures published by Army/ASSC G1. Strength reporting is accomplished through the JPERSTAT which is submitted daily. JPERSTAT reports those Soldiers and civilians who are physically present in the theater of operation. This

2143 provides the CCDR the necessary personnel information to make decisions regarding mission readiness on
 2144 the battlefield and in theater. (See Figure 7-4 below).

2145 Joint Personnel Status Report (J) PERSTAT

MILITARY PERSONNEL				UNIT NAME																NOTES
COUNTRY, UNIT	START	GAIN	LOSS	END	USA	ARNG	USAR	FEMALES	AF	ANG	AFR	FEMALES	USMC	USMCR	FEMALES	NAVY	NAVY RES	FEMALES		
QATAR																				
CAMP AS SAYLIYAH																				
UNIT NAME 1	6	0	0	6	1	0	1	1	2	0	0	0	0	0	0	3	0	0		
UNIT NAME 2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0		
UNIT NAME 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CAMP AS SAYLIYAH TOTAL	8	0	0	8	3	0	1	1	2	0	0	0	0	0	0	3	0	0		
TOTAL QATAR	8	0	0	8	3	0	1	1	2	0	0	0	0	0	0	3	0	0		
KUWAIT																				
CAMP DOHA																				
UNIT NAME 1	20	0	0	20	16	0	16	6	4	0	0	0	0	0	0	0	0	0		
UNIT NAME 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CAMP DOHA TOTAL	20	0	0	20	16	0	16	6	4	0	0	0	0	0	0	0	0	0		
CAMP ARIFJAN																				
UNIT NAME 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
UNIT NAME 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CAMP ARIFJAN TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL KUWAIT	20	0	0	20	16	0	16	6	4	0	0	0	0	0	0	0	0	0		
IRAQ																				
ABU GHRAIB																				
UNIT NAME 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
UNIT NAME 2	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0		
UNIT NAME 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ABU GHRAIB TOTAL	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0		
CAMP SLAYER																				
UNIT NAME 1	16	0	0	16	9	6	2	0	5	0	0	0	1	0	0	1	0	0		
UNIT NAME 2	7	0	0	7	4	0	1	1	3	0	0	1	0	0	0	0	0	0		
UNIT NAME 3	15	0	0	15	5	0	3	0	4	4	0	0	1	1	0	5	0	0		
CAMP SLAYER TOTAL	38	0	0	38	18	6	6	1	12	4	0	1	2	1	0	6	0	0		
FALLUJAH																				
UNIT NAME 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
UNIT NAME 2	4	0	2	2	1	0	0	0	0	0	0	0	0	0	0	1	0	0		
FALLUJAH TOTAL	4	0	2	2	1	0	0	0	0	0	0	0	0	0	0	1	0	0		

2146 **Figure 7-4. Joint Personnel Status Report (J) PERSTAT**

2148 7-16. DTAS is the primary tool to report personnel data and process it into the required JPERSTAT report
 2149 to higher headquarters. JPERSTAT capture military and civilian personnel who are present for duty
 2150 (PDY). Military PDY numbers reflect active and reserve component service members assigned, attached,
 2151 or OPCON and in the theater of operations. Soldiers on R&R leave, TDY in CONUS, etc., are not
 2152 included on the JPERSTAT report. To ensure more accurate accountability, a variance report is generated.
 2153 This report shows a strength comparison between DTAS and JPERSTAT. The variance between DTAS
 2154 and JPERSTAT must be below 2%. The object of the variance report is to improve theater by-name
 2155 accountability. Reconciliation of DTAS (by-name data) and JPERSTAT (numeric data) enhances
 2156 deployed theater strength management by enabling analysis of MOS strengths for internal cross-leveling
 2157 and taskings, and helps validate request for fill personnel. Additionally, it provides Casualty Cells with the
 2158 ability to retrieve Soldier data.

2159 7-17. This report is then submitted to commanders and G-1's. Commanders and personnel readiness
 2160 managers use the report to assess the unit's combat power and composition. Reporting timelines can vary
 2161 with METT-TC and the commander's PASR requirements

2162 7-18. The PRR is based on a comparison of authorized versus assigned strength and is primarily used to
 2163 manage replacement operations at Brigade level or higher. The PRR submission timeline is normally based
 2164 on established SOPs or procedures tied directly to HRC's personnel requisition cycle. PRR submission can

2165 occur more frequently dependent on a unit's high operating tempo (OPTEMPO) during contingency
2166 operations (e.g., accelerated unit attrition).

2167 **ACCOUNTABILITY FOR DoD CIVILIANS**

2168 7-19. DOD civilians and other non-DoD personnel can present challenges for theater level accountability.
2169 Army component commanders of unified and sub-unified commands and joint task forces will maintain
2170 accountability of Army Civilians, AAFES employees and Red Cross workers assigned or attached in
2171 support of Army contingency operations. For contractor personnel, SPOT is the designated system for
2172 accounting for contractors. Normally, these categories of personnel enter into the theater through the
2173 APOD. The R5 team ensures civilians, like Soldiers, are entered in DTAS or SPOT. It should be noted
2174 that at the date of this publication, it is anticipated that bridges will link data between DTAS and SPOT.

2175 **BATTLEFIELD FLOW**

2176 7-20. Commanders at every echelon are responsible for accounting for Soldiers, DOD civilians, and joint
2177 personnel and summarizing unit strength. Utilizing automated personnel enabling systems and manual
2178 reports, commanders are able to meet their strength accounting responsibilities through submission of
2179 personnel status reports. The deployed theater system (currently DTAS) is the primary reporting and
2180 tracking database used to capture the most complete and accurate information for all deployed personnel,
2181 to include grid coordinates. Soldiers assigned for DTAS roles need to be trained on required systems and
2182 have the proper level of clearance.

2183 7-21. Prior to arriving in theater, the Army/ASCC G-1 will establish theater policy for reporting and
2184 develop PASR policies which includes reporting standards and timelines. Arrangements for connectivity
2185 will need to be coordinated with the G-6 for sufficient voice and data connectivity, to include SIPRNET
2186 access to establish and execute a deployed theater personnel database and HR personnel management
2187 systems. PASR managers must be prepared to operate without connectivity during the initial phase of an
2188 operation. They must have adequate number of standard reports on hand to use without accessibility of
2189 automated systems.

2190 7-22. Upon initial entry into theater, the arriving personnel at the APOD are entered into the DTAS system
2191 either from the passenger manifest (a data file transmission, such as a Tactical Personnel System (TPS)
2192 report) or a physical ID swipe at the inter-theater APOD, TG R5 Center. The data integration team of the
2193 HR Company's R5 Plans/Ops Team ensures all Battalion and BDE/BCT S-1s depart the TG R5 center with
2194 the initial DTAS extract for that unit. S-1s ensure all deployed personnel are in the database before
2195 departing the TG R5 center. The manifest or initial personnel accountability report is also provided to the
2196 Finance Cell Financial Management at the APOD to initiate pay actions. After the unit leaves the APOD,
2197 the Brigade S-1 updates the DTAS system to reflect the unit movement. Soldiers and civilians transitioning
2198 through the APOD/SPOD without identification documents may be re-issued these items by R5 center
2199 personnel. R5 Centers are equipped to issue CACs and ID tags when required.

2200 7-23. Initial coordination requirements for servers must include the required bandwidth for personnel
2201 operations systems. The DTAS system can operate remotely but requires SPIRNET connectivity to upload
2202 the information for the enterprise server. As this is a near real time system, units should synchronize with
2203 the enterprise server as often as possible. S-1/G1s must coordinate with G-6 upon initial entry into theater
2204 for SIPRNET connectivity to facilitate DTAS reporting requirements. .

2205 7-24. Existing automated systems with querying capabilities can be utilized for meeting higher echelon
2206 reporting requirements. The DTAS system can be used to feed the JPERSTAT format to satisfy Joint
2207 reporting requirements. The JPERSTAT is normally a daily requirement as determined by the Combatant
2208 Command J-1.

2209 **MODULAR FORCE**

2210 7-25. During the Mobilization and Deployment phases of Force Projection, G-1s and S-1s must
2211 concentrate on accounting for all assigned personnel and reassigning non-deploying Soldiers from

- 2212 deploying Unit Identification Codes (UICs). The future database will incorporate all components and
 2213 services, eliminating the need to access personnel onto the database. The following are some of the
 2214 required tasks during the Mobilization and Deployment phases of Force Projection:
- 2215 ● Reassign non-deployable Soldiers from deploying units to non-deploying units or to DUICs
 - 2216 established for rear detachments
 - 2217 ● Coordinate with gaining Army/ASCC G-1 to determine PASR reporting requirements
 - 2218 ● Deploying task organization determines projected authorizations. The deployed database
 - 2219 (DTAS) is built as units close through TG R5 center during RSO&I
 - 2220 ● Provide initial PRR to determine existing shortages prior to entering theater (i.e., manual,
 - 2221 Common Operating Picture Synchronizer (COPS))
 - 2222 ● Deploy with personnel databases reflecting only the records of deploying Soldiers
 - 2223 ● Ensure accurate personnel data is entered into the theater database as the unit processes through
 - 2224 the TG R5 Team at the inter-theater APOD (The Data Integration Team of the R5 Plans and
 - 2225 Operations section of the HR R5 Company ensures that units depart the TG R5 Center with a
 - 2226 copy of the inputted theater personnel database data.)
- 2227 7-26. During the Employment, Sustainment and Redeployment phases, units will continue to update their
 2228 Soldiers' records in the electronic personnel database. The following are some of the required tasks:
- 2229 ● Update Soldier records in the electronic personnel database as changes occur
 - 2230 ● Track and report assigned and attached personnel
 - 2231 ● Provide strength reports
 - 2232 ● Track transiting Soldiers in the theater personnel database – especially as R&R operations and
 - 2233 redeployment operations commence
 - 2234 ● Redeploy with databases reflecting only redeploying Soldiers' records
- 2235 7-27. Commanders account for Soldiers by reporting strength accountability and duty status changes
 2236 through DTAS. DTAS serves as the database of record for the deployed theater. It provides near real-time
 2237 visibility and accountability for military and civilian personnel in a deployed theater of operations.
 2238 Further, it provides land force commanders with a database for tracking and reporting the duty status of all
 2239 deployed personnel by name (SSN), unit, location, and date. DTAS will also collect, store, pass, process,
 2240 and report personnel accounting data for active duty personnel (including mobilized), joint service
 2241 members, and DOD civilians.
- 2242 7-28. For mature theaters, data validation needs to be conducted to authenticate the existing information.
 2243 HRSC is assigned overall quality control and shortfall identification for the overarching theater database.
 2244 Sustainment training on data entry and DTAS use is a priority as planners rely on theater personnel
 2245 databases to make operational decisions.
- 2246 7-29. Critical elements that must be captured in the PASR system are (at a minimum):
- 2247 ● Name
 - 2248 ● SSN
 - 2249 ● MOS/Skills
 - 2250 ● Rank
 - 2251 ● Unit
 - 2252 ● UIC
 - 2253 ● Assigned unit location
 - 2254 ● Duty location
 - 2255 ● Key dates of arrival/departure
 - 2256 ● Duty status
 - 2257 ● Key data elements determined by the Army/ASCC

PERSONNEL ASSET INVENTORY (PAI)

7-30. HQDA conducts an annual Army-wide PAI. The PAI serves as a valuable PASR tool for commanders and HR professionals. It allows leaders to account for all deployed Soldiers, synchronize and align the various PASR reports and databases, primarily JPERSTAT, PERSTAT, and DTAS with the Army database of record (eMILPO). Overall PAIs are designed to meet the following objectives:

- Account for 100% of all active component Soldiers
- Account for all mobilized/federalized reserve component Soldiers (on temporary active duty, on active duty for operational support, and mobilized/federalized in support of an operation)
- Reconcile boots on the ground (DTAS) with the active component database (eMILPO)
- Validate selected personnel data and ensure eMILPO contains a record of each active component Soldier and each activated reserve Soldier (When a unit's strength reflects an imbalance between the eMILPO and TAPDB databases by two percent or more, and the differences cannot be reconciled, the PAS Chief will recommend through Military Personnel Strength Manager, or the BDE/ BCT S1, that a PAI be conducted.)

7-31. Figure 7-5 below depicts the information flow for both automated and manual personnel accountability reporting.

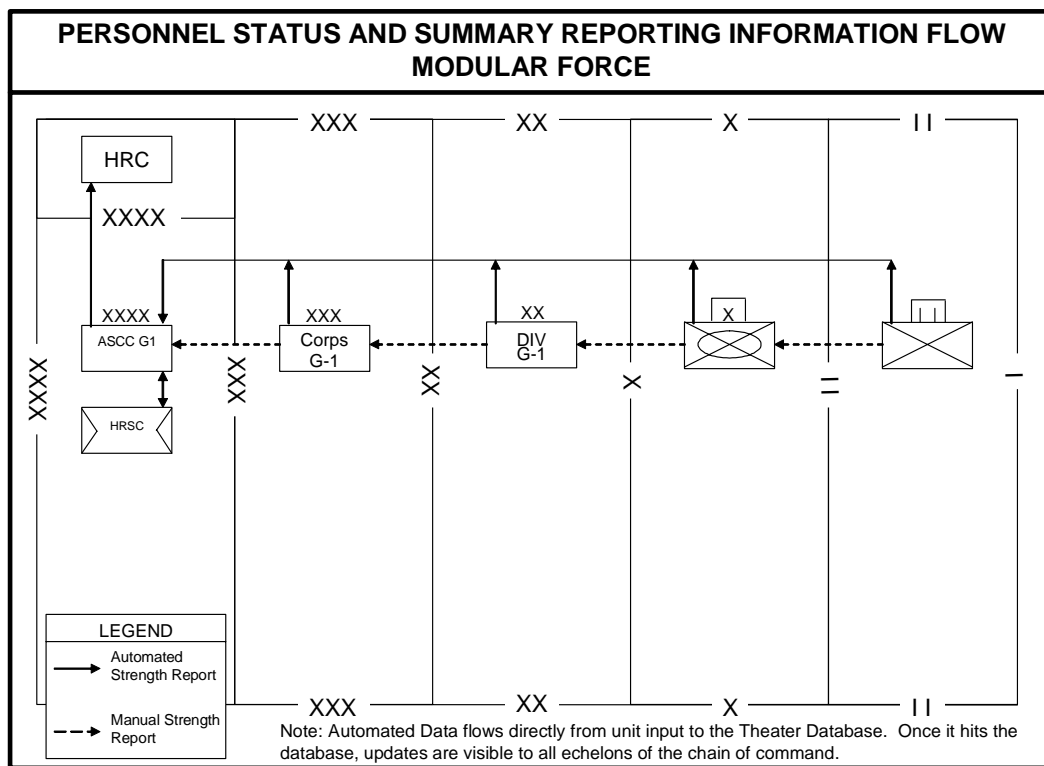


Figure 7-5. Personnel Accounting and Strength Reporting (PASR) – Modular Force

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Chapter 8

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Early Entry Operations

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Early deployment of HR elements is critical to the establishment of mission essential HR core competencies. Lessons learned from previous operations indicate that it is virtually impossible to establish accurate in-theater strength accounting and reporting procedures and an accurate deployed personnel database unless such HR teams are deployed early. During Operations Enduring Freedom and Iraqi Freedom for example, there was an initial 18% deviance of personnel accountability versus strength reporting, while the DA standard is only 2% deviance. Personnel managers eventually reduced the variance only through extremely labor intensive efforts. Additional lessons have also illustrated the need for casualty operations, establishment of RSO&I operations, advance postal planning and emergency personnel service assets immediately after arrival into an AOR. As the AOR matures and HR functions become stabilized, the mission of the early entry personnel team is expected to become less manpower-intensive, requiring the redistribution of these personnel to support other personnel sustainment operations.

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EARLY ENTRY OPERATIONS

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8-1. The standard theater opening HR requirements are:

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- Army/ASSC G-1 Operational Command Post (OCP)

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- Early Entry elements of the HRSC supporting the TSC and Army/ASCC G-1 (to include the HRSC COD)

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- TG R5 Team

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- HR (R5) Company to operate the TG R5 Center

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- MMT Team

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- HR (Postal) Company to operate the MMT

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- Additional TG R5 Teams and MMT Teams with corresponding HR Companies if more than one inter-theater APOD is used for personnel and postal flows

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8-2. It is critical that the R5 Team and its supporting HR Company (R5) and the MMT Team with its supporting HR Company (Postal) deploy with the early entry module of the theater opening mission Sustainment Brigade. These capabilities must be established prior to the arrival of the main flow of US forces to ensure an accurate deployed theater database is established and that there is no lag in postal services at the start of combat operations. Additionally, the PASR/PRM/IM and Casualty Divisions of the HRSC must also deploy early in support of the theater database and the establishment of the theater Casualty Area Command prior to the flow of casualty reports commencing (when possible).

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8-3. The early entry priority for HR responsibilities is to establish HR planning and PASR in theater first, followed by casualty operations and R5 operations. The final HR priority is to establish postal operations and essential personnel services.

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PASR

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8-4. The HRSC and PASR/PRM/PIM Division have responsibilities to deploy a PASR section with the early entry module to establish the TG prior to Soldiers arrival. The theater reporting policies and the

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2318 deployed theater personnel database must also be established early to implement accountability from the
2319 onset of the theater operations.

2320 CASUALTY OPERATIONS

2321 8-5. The initial entry into theater may have personnel casualties and the HRSC must be prepared to
2322 handle initial casualty operations. The casualty protocols must be established to maintain proper
2323 procedures and expediting of information back to the CMAOC for NOK notification. The critical nature of
2324 the information requires accurate reporting requirements and must be reviewed for accuracy at each level.

2325 R5

2326 8-6. For R5, operations in early stages of deployment, replacement operations managers focus their
2327 efforts to the following areas:

- 2328 ● Establishing CONUS Replacement Centers (CRC) operations and an interim replacement
2329 channel
- 2330 ● Accounting for personnel as they pass through the replacement system
- 2331 ● Coordinating training requirements and support, to include: transportation and equipment

2332 NOTE: Training and Doctrine Command (TRADOC) will activate CRCs and required R5 units early to
2333 support the deploying force. CRC installation commanders ensure the CRC is operational at least ten days
2334 prior to the NRP flow begins. HRC will control the flow of NRP through the CRCs to the POE.

2335 8-7. During early entry planning, the HRSC R5 must establish the deployed theater personnel database to
2336 institute personal accountability from the onset of the theater opening. This will include the coordination
2337 for the theater R5 personnel accountability reporting network (currently DTAS on SIPR) and coordinating
2338 for the personnel reception operations at the APOD prior to any personnel entry. The R5 Team will
2339 assume the main effort for operations and life support functions for the initial PPC in the inter-theater
2340 Army or Joint APOD/Reception Center. Prior to deployments, units should identify, designate and train
2341 select personnel on theater accountability systems (currently DTAS). These personnel will serve as
2342 database administrators and must have necessary accounts established before assuming this position.
2343 Additionally, units should have diskettes to store the TPS file and have a dedicated computer for SIPR
2344 connectivity.

2345 8-8. The TG R5 Team establishes the R5 Center at the most favorable location based on projected
2346 personnel flow rates in the area of the inter-theater APOD. An R5 team must be assigned as part of the
2347 ESC to allow for early entry into theater. This initial arrival is critical for establishing accurate strength
2348 accounting at the beginning of the operation or deployment. The R5 team receives and processes all units
2349 (RSO&I) arriving to the AOR and coordinates the onward movement of units to staging areas.

2350 POSTAL OPERATIONS

2351 8-9. During the planning phases for early entry, postal augmentation requirements and logistical
2352 coordination sourcing need to be identified as early as possible. Postal personnel, postal assets and postal
2353 infrastructure requirements are also integrated into the TPFDD list in time to support the early flow of mail
2354 into the operating area. It is only after postal assets arrive and post offices are established that the mail can
2355 begin to flow. The entire process from RSO&I of postal assets to start of mail flow Postal Operations
2356 could take up to 30 days to complete.

2357 8-10. Mail service should be initiated as soon as possible, after necessary postal personnel and assets have
2358 arrived in theater. Although the commander may determine that other forces have priority of
2359 transportation, this is normally not later than C+30, or 30 days after forces begin RSO&I operations.
2360 Release of mail (APO) addresses should accurately timed to Soldiers and their families to prevent pre-
2361 designating and returned to sender as mail may arrive in theater before a units or Soldiers arrival. Once
2362 RSO&I is complete and postal services are established, the procedures involved in establishing ZIP codes
2363 can begin. It is only after postal assets arrive and post offices are established that the mail can begin to
2364 flow. The entire process from RSO&I of postal assets to start of mail flow Postal Operations could take up

2365 to 30 days to complete. Commanders must factor in both the RSO&I and ZIP code request process when
2366 deciding when to request APO addresses. Contingency area ZIP codes need to be provided to the Soldiers
2367 as soon as postal service is established in theater to expedite mail routing and prevent redirect.

2368 8-11. Early decisions for facilities locations and logistical considerations to include movement of mail
2369 need to be part of the pre-arrival planning. Once on location, facilities, such as hangers and covered areas,
2370 need to be organized for efficient movement for on/off loading, as close to the flight line or point of
2371 debarkation as possible and sized large enough to able to handle the influx of mail throughout the theater
2372 duration of the operation or deployment. Equipment for mail operations should be included in the early
2373 entry manifests for combat service support loads, to include wrenches, optical address scanners, heavy
2374 forklifts and (automated) conveyor belts.

2375 8-12. The mail must be secured at all times and may require additional coordination of resources for
2376 facilities to properly protect the mail. These manpower considerations need to include personnel assigned
2377 to guard the mail when determining requirements for positions with early entry operations. Proper
2378 security requirements must be followed to receive mail and forward into or out of theater, to include
2379 securing and handling registered and accountable mail.
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Appendix A

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ESSENTIAL PERSONNEL SERVICES AND OTHER HR CONSIDERATIONS

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This appendix serves as a guide and highlights Essential Personnel Services and other HR related issues, policies and procedures normally associated with HR theater operations. These sections are not intended to supersede applicable regulations or established Army policies but rather provide assistance in guiding HR actions and enable decision making in support of Commanders and Soldiers in a deployed environment.

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ESSENTIAL PERSONNEL SERVICES

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AWARDS AND DECORATIONS

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A-1. Approval authority for awards and decorations is prescribed by regulation. During wartime, the Secretary of the Army may further delegate approval authority for awards and decorations to the Combatant Commander. Upon request, Joint Task Force (JTF) commanders may be granted exceptions for approval authority, both Army and/or Joint. Army awards approval authority is provided by HQDA and Joint awards approval authority is normal vested with the Senior Combatant Commander.

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A-2. During Joint operations, HR elements need to be aware of Joint awards and decorations that eligible Soldiers may be awarded. References are available in Joint Publication 1-0, Personnel Support to Joint Operations.

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A-3. Combat operations will see a noticeable increase in individual awards for valor and heroism, as well as Purple Hearts for those wounded in action. Hero and valor awards have additional justification and documentation requirements as outlined in the AR 600-8-22. Posthumous awards must be prepared expeditiously in accordance with (IAW) AR 600-8-22.

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A-4. Any supplemental guidance or theater or operation unit award processing requirements are normally published in the HQDA PPG.

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INDIVIDUAL AWARDS AND BADGES

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A-5. Combat operations typically see an increase in certain individual awards. Those most encountered during recent deployments are discussed below. Published award criteria and processing guidance may be supplemented via MILPER message from HQDA. Awards clerks and supervisors should frequently consult the Awards Branch at HRC to ensure they have the most current guidance.

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A-6. Recommendations for awards of badges or service ribbons will be submitted on a roster with the essential information as stated above.

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ARMED FORCES RESERVE MEDAL (AFRM)

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A-7. Any Reserve Component Soldier who is mobilized in support of contingency operations is eligible to receive the Armed Forces Reserve Medal (ARFM) with "M" device. The individual mobilization order will serve as documentation for wear of the award. Reference <https://www.HRC.army.mil/tagd/awards/index.htm> for detail information.

THE NATIONAL DEFENSE SERVICE MEDAL (NDSM)

A-8. The NDSM has been authorized for members of the U.S. Armed Forces serving on active duty, to include those in good standing in the selected reserve of the armed forces on or after 11 September 2001 to a date to be determined. The NDSM is awarded for honorable active service and includes the following inclusive periods: 27 JUN 50 to 27 JUL 54; 1 JAN 61 to 14 AUG 74; 2 AUG 90 to 30 NOV 95; and 11 SEP 01 to a date to be determined. The NDSM may be issued posthumously. Effective immediately, commanders are authorized to issue the NDSM to qualified personnel. Additional information about the reinstatement of the NDSM may be found at <https://perscomnd04.army.mil/milpermsgns.nsf>.

PURPLE HEART (PH)

A-9. Approved awards of the Purple Heart (PH) require the publication of permanent orders according to AR 600-8-105, citing each recipient. Purple Heart award approval authority for Department of the Army civilians and Army personnel wounded or killed as the result of an international terrorist attack is the Secretary of the Army. During war time, the rules and steps for processing award of the Purple Heart during partial or full mobilization will be significantly changed based on Secretary of the Army and other HQDA changes and directives. Each approved award of the Purple Heart must exhibit all of the following factors:

- Wound, injury or death must have been the result of enemy or hostile act or international terrorist attack.
- The wound or injury must have required treatment by medical officials.
- The records of medical treatment must have been made a matter of official Army records.

GLOBAL WAR ON TERRORISM MEDALS

A-10. The Global War on Terrorism Expeditionary Medal (GWOTEM) and the Global War on Terrorism Service Medal (GWOTSM) established by Executive Order 13289, 12 MAR 03, established the GWOTEM and the GWOTSM for service in the Global War on Terrorism (GWOT). These medals will be awarded to recognize all members of the Armed Forces of the United States serving in or in support of GWOT operations, on or after 11 SEP 01 to a date to be determined (Reference DA HRC Message (AHRC PDO-PA, 17 MAR 04) GWOTEM and GWOTSM Implementing Instructions.)

A-11. Soldiers may receive both the GWOTEM and the GWOTSM if they meet the requirements of both awards; however, the same period of service establishing eligibility for one cannot be used to justify service eligibility for the other.

A-12. GWOTEM is authorized for Soldiers deployed in support of Operation Enduring Freedom (OEF) or Operation Iraqi Freedom (OIF). Soldiers must have served 30 consecutive days or 60 non-consecutive days in a designated area of operation, in combat involving grave danger; or killed, or have suffered a wound or injury that required medical evacuation. GWOTSM is authorized for all active-duty Soldiers, including mobilized Guard and Reserve Soldiers, serving on or after September 11, 2001, for 30 consecutive days or 60 non-consecutive days or for Soldiers who served in support of OEF or OIF outside designated areas of operation.

A-13. Afghanistan Campaign Medal (ACM) and Iraq Campaign Medal (ICM). Effective 30 April 2005, the GWOTEM is no longer authorized to be awarded for service in Afghanistan and/or Iraq. Under no condition shall a Soldier receive more than one of the following for the same act, time period, or service: ACM, ICM, GWOTEM or the Armed Forces Expeditionary Medal (Reference HRC Message, Dated 081607Z APR 05, Subject: Afghanistan Campaign Medal and Iraq Campaign Medal Implementing Instructions.)

COMBAT ACTION BADGE (CAB)

A-14. On 2 May 2005, the Chief of Staff of the Army approved the Combat Action Badge (CAB). The badge is for special recognition to Soldiers who engaged in conflict with the enemy. The requirements for the CAB are Branch and MOS immaterial. Award of the CAB is authorized from 18 SEP 01 to a date to be

determined. Award for qualifying service in any previous conflict prior to 18 SEP 01 is not authorized. Only one CAB may be awarded during a qualifying period. Second and third awards of the CAB for subsequent qualifying periods will be indicated by superimposing one and two stars respectively. Approval authority for the CAB is delegated to all Army Major General Commanders and above to US Army Soldiers assigned to their Command. Reference [ALARACT message 128/2005](#), subject Delegation of Combat Action Badge approval authority. [Reference DA message, Subject: Changes to the Combat Infantryman Badge and the Combat Medical Badge and the Establishment of the Combat Action Badge, dated 3 JUN 05.](#)

2473 AWARD OF TOUR CREDIT & OVERSEAS SERVICE RIBBON

A-15. Soldiers who deploy to theater (CENTCOM AOR) are authorized award of tour credit. Reference AR 614-30. All members of the Active Army, Army National Guard and Army Reserve in an active Reserve status credited with a normal overseas tour completion according to [AR 614-30](#) are authorized to be awarded the Overseas Service Ribbon (OSR).

2478 UNIT AWARDS

A-16. During wartime, commanders authorized to approve unit awards will announce awards in Permanent Orders of their headquarters. Permanent Orders will be published to announce the award of a unit decoration and will contain the citation of the award, name of the unit or units and inclusive dates. All unit awards, approved at HQDA, will be announced in Headquarters, Department of the Army General Orders. Refer to AR 870-5 for the recording of the award. Unit commanders and military records custodians should reference DA Pam 672-1 and DA Pam 672-3 in conjunction with personnel records to determine and confirm entitlement of individual members to wear the insignia pertinent to each type of unit recognition. All verified entitlements will be entered into personnel records of individuals concerned per AR 600-8-104. HR elements should plan accordingly when requesting unit awards and anticipate a longer than usual processing timeline.

2489 EVALUATIONS

A-17. The present system will continue unless directed otherwise. Reports may be handwritten, but must be legible.

A-18. IAW AR 623-3 and DA Pam 623-3, Army officers and enlisted personnel deployed for more than 90 days will receive an evaluation report (DA Form 67-9 for officers and DA Form 2166-8 for enlisted) by home station supervisors, effective the day prior to deployment (normally referred to as a close out evaluation report). Upon completion of deployment, the first line supervisor will prepare an evaluation report where the Soldier was deployed. AR 690-400, chapter 4302, Total Army Performance Evaluation System, is the authority for Department of the Army civilian government employees. The Noncommissioned Officer Evaluation Report (NCOER) system, reference AR 623-3, provides policy and procedural guidance for processing NCO evaluation reports. The Officer Evaluation Report (OER) system evaluates and documents the performance of officers (through the grade of MG).

A-19. During Joint Operations, refer to the military member's specific service regulation for policy and procedural guidance when executing evaluation reports. The Commander, JTF, through the JTF J-1, will establish rating schemes and chains for all JTF personnel. Rating schemes remain within the JTF and must follow the combatant commander's guidance and applicable Service directives.

A-20. Retired officers, warrant officers and noncommissioned officers recalled to active duty are not eligible for evaluation reports because they have completed the professional development personnel life-cycle function and do not compete for promotion. Therefore, evaluations on recalled retirees will not be processed and accepted at HQDA.

A-21. HQDA, during deployments, mobilizations, or emergencies, may implement changes to the evaluation policy. These changes may affect report periods, reasons for submission, processing procedures, processing timeliness, use of counseling checklists, and appeals procedures. Units need to maintain visibility and control of officer and NCO evaluation reports to ensure timely submission of reports.

PROMOTIONS

A-22. Promotions are made through a system of centralized, semi-centralized, and unit-level selections. Administrative reductions occur as a result of non-judicial punishment, courts martial, and inefficiency proceedings.

A-23. Enlisted promotions to Sergeant and Staff Sergeant will be processed under the current battalion system IAW AR 600-8-19, Enlisted Promotions and Reductions.

A-24. Enlisted promotions to Private (E2), Private First Class, and Specialist will continue under the system in effect at the time of deployment. Advancement to the grade of Private (E2) is automatic, unless otherwise directed by the commander.

A-25. Battlefield Promotions. Battlefield promotions may be authorized and policies and procedures for battlefield promotions will be announced by HQDA.

A-26. Officer promotions to the grades of Captain through Colonel, Warrant Officer promotions to the grades of CW3 through CW5, and enlisted promotions to the grades of Sergeant First Class through Command Sergeant Major continue under the current system.

A-27. Promotions decentralized to the field. These procedures will be effective upon HQDA announcement authorizing decentralized procedures.

ID CARDS

A-28. Identification Cards (ID) provide a means to identify personnel who are entitled to specific DOD benefits and identify personnel who fall under the 1949 Articles of the Geneva Convention. Policy, procedures, and type of card is determined by AR 600-8-14, Identification Cards for Members of the Armed Services, their Eligible Family Members, and other Eligible Personnel, and AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations. ID cards are used to:

- Identify Soldiers (active and retired), members of other services, and their family members
- Identify DoD civilians
- Identify other essential civilians deploying with the force
- Identify EPWs
- Identify civilian noncombatants who have been authorized to accompany the force
- Provide a means to identify, control access, and track civilians (force protection/security)

A-29. ID cards are issued by brigade S1's, R5 Teams, and the JPRC.

LEAVES AND PASSES

A-30. The Leave and Pass program promotes the maximum use of authorized absences to support health, morale, motivation and efficiency of Soldiers. AR 600-8-10, Leaves and Passes, provides policy, procedures and guidance for managing leaves and passes. Unit commanders and the S-1 are responsible for managing leaves and passes. Additionally, theater HR professionals will have to manage the R&R program, which is covered in more detail in this FMI and FM 1-0. Upon declaration of a national emergency by Executive Order of the President or upon declaration of war by the Congress, the Secretary of the Army may suspend all leave for Soldiers

LINE OF DUTY

A-31. Line of Duty (LOD) Investigation. Death or injury due to hostile action will be presumed as in Line of Duty. Depending on the circumstances, injuries not involving hostile action will be investigated, either informally or formally, by an investigating officer appointed by the next higher command having Special Courts-martial jurisdiction. LOD investigations are required when an Active Army Soldier or RC Soldier on active duty for more than 30 days is diagnosed with an illness while on active duty, regardless of the natural course of the illness, is injured, becomes ill, or is killed by an enemy, terrorist, or other forces antagonistic to the interests of the U.S., in a friendly fire incident, or while a prisoner of war or hostage

2558 (para 3-17, AR 600-8-4). LOD investigations for misconduct will be conducted at the discretion of the
2559 commander. All LOD investigations will be processed IAW AR 600-8-4.

2560 A-32. To ensure Soldiers receive appropriate medical care after leaving active duty, commanders must
2561 complete an LOD investigation or prepare a presumptive (that is, one that may be subject to further review
2562 and is not necessarily administratively final) LOD determination memo for Soldiers who incur or aggravate
2563 injuries, illnesses, or diseases while on active duty. LOD investigations are required for RC Soldiers
2564 serving on active duty to ensure that they receive appropriate medical care after leaving active duty.

2565 A-33. The appointing authority for LOD investigations is the commander having Special Court Martial
2566 Convening Authority. The Army/ASCC G-1 is responsible for managing the LOD program and ensuring
2567 LOD are conducted properly. The following exceptions to policy apply for LOD processing for Soldiers
2568 participating in contingency operations: the First General officer in a Soldier's chain of command may
2569 approve LOD determinations whether or not he/she is a general court martial convening authority.

2570 **SPECIAL LEAVE ACCRUAL**

2571 A-34. Soldiers who serve in support of a contingency operation, or whose primary duties are in direct
2572 support of a contingency operation and are denied leave, may be authorized to carry over leave in excess of
2573 60 days (not to exceed 90 days) until the end of the succeeding year. Special Leave Accrual may be
2574 granted by the Army/ASCC approval authority. The leave approving authority must have denied the
2575 Soldier's leave for the entire year, or for a specific period of time that would not allow the Soldier to
2576 schedule the leave period. Refer to AR 600-8-10 for detailed guidance. Soldiers who serve in a hostile
2577 fire/imminent danger area for a continuous period of 120-days or greater may be authorized to retain and
2578 accumulate up to 120-days of leave, after serving in an area in which they are entitled to hostile fire or
2579 imminent danger pay as prescribed by U.S. Code, Title 37, Section 310.

2580 **OTHER EPS ACTIONS**

2581 A-35. Soldiers with a pending Conscientious Objector request will be deployed IAW AR 600-43.

2582 A-36. Marriage in Overseas Areas. IAW AR 614-200, Enlisted Assignments and Utilization and laws of
2583 the country concerned.

2584 A-37. Reenlistment in a Combat Zone. IAW AR 601-280.

2585 A-38. Congressional Correspondence. Replies from units will be sent to the G1 for review and forwarding
2586 then via higher headquarters to HQDA Office of Legislative Liaison.

2587 A-39. Nuclear Surety. The nuclear surety/personnel reliability program will continue in accordance with
2588 (IAW) AR 50-5.

2589 A-40. Sole Surviving Son/Daughter. Units will forward applications to the G1 for action IAW AR 614-
2590 200.

2591 A-41. Suspension of Favorable Actions. Copies of DA Form 268 will be forwarded through the G1 at the
2592 CSS Sustainment Cell, MAIN for return to the home station records custodian for processing.

2593 A-42. Moratoria on Selected Personnel Actions. HQDA may direct suspension of some personnel actions.
2594 G1 will notify subordinate units of any such actions.

2595 **OTHER HR CONSIDERATIONS**

2596 **STOP LOSS/STOP MOVE**

2597 A-43. By the authority of Presidential Executive Order, the President or his designee may suspend certain
2598 laws, regulations, and policies concerning promotion, separation, or retirement and is commonly called
2599 Stop Loss or Stop Movement when invoked. The action of a Stop Loss precludes voluntary separation
2600 from service and sustains unit manning to remain as a cohesive element throughout deployment. Those
2601 affected by the order generally cannot voluntarily retire or leave the service as long as the individual is

called to active duty or until relieved by proper authority. Stop Move is normally the Service's suspension of Soldier movement out of deploying units (e.g., PCS, TDY or schooling is suspended).

A-44. Current Stop Loss and Stop Move programs affect Soldiers from 90 days prior to a unit's required date in theater (found in the unit's official deployment order) and continues through deployment plus a period of 90 days following the unit's redeployment. Stop Loss/Stop Move policy will be announced by MILPER Message on the following website: <https://perscomnd04.army.mil/milpermsgs.nsf>.

JOINT MANNING DOCUMENT (JMD)

A-45. Joint Manning Documents (JMDs) are associated with Joint/Coalition headquarters and serves as a manning requirements document. The JMD is first approved by the Senior Combatant Commander and then processed for sourcing by the Joint staff and other Services. Manning requirements for JMDs are routinely filled by specific military units, which serve as the "core" element of the Joint/Coalition HQs personnel from subordinate units (described as unit fill) and Individual Augmentees (IA). HR theater managers involved with JMDs must plan, coordinate and execute the personnel fill with the senior Joint command (e.g., CENTCOM, PACOM), respective service components and appropriate federal agencies. Coalition IA fills for allied/partnered countries are usually worked through the senior Joint command. The JMD approval or revalidation process is typically measured in months with an additional lag of 90-120 days for personnel fill to begin once the JMD is approved. See JP 1-0, Personnel Support to Joint Operations.

INDIVIDUAL AUGMENTATION (IA) REQUIREMENTS

A-46. Individual Augmentations (IA) are unfunded temporary duty positions (military or civilian) identified on a JMD by a supported Combatant Commander to augment operations during contingencies. This includes positions at permanent organizations required to satisfy a heightened mission need in direct support of contingency operations. Reference DA PAM 500-5-1, Individual Augmentee Management. Procedures for requesting an IA are outlined in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01 (C). Reference DA PAM 500-5-1, Chapter 6 and Reference DA PAM 715-16, Chapter 3-1.

REDEPLOYMENT, POST-DEPLOYMENT AND RECONSTITUTION CHECKLIST

A-47. AR 600-8-101, Chapter 7 and DA Pamphlet 600-8-101 prescribe the administrative actions that must be completed for all Soldiers before their redeployment from the contingency theater AOR. These administrative actions are also outlined in the DCS CONPLAN, which can be viewed at http://www.armyg1.army.mil/hr/dcs/DCS_CONPLAN.doc. DA Form 7425 (JAN 2006), Readiness and Deployment Checklist, is used to validate this process. The following items are critical:

- Initiate Line of Duty (LOD) investigations or presumptive LOD determinations as required for Soldiers prior to their departure from theater
- Post personnel actions that occurred during deployment to Soldiers' personnel records in their deployment packets and/or to eMILPO
- Update medical and dental records to reflect medical or dental treatment or changes during deployment
- Collect equipment from Soldiers that were issued in AOR that must remain in AOR
- Ensure Soldiers settle debt issues with the Army or affiliated activities (e.g., MWR fund manager, Army Emergency Relief, etc.) prior to theater departure. If unable to settle, properly record alleged debts and ensure a report of survey is initiated for loss or damage of Army property

A-48. Individual Actions (must be accomplished prior to departure from Theater)

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.1.1	Utilize Soldier / small unit leader reintegration tip card to identify	Unit Leadership	DA G-1 (ACSAP)	

	individuals requiring monitoring, follow-up or referral (Appendix 1 to Annex A)			
1.1.2	Receive Reunion Training	Unit / Unit Ministry Teams	DA G-1 (CFSC & OCCH assist)	
1.1.3	Receive Suicide Awareness and Prevention Training	Unit / Unit Ministry Teams	DA G-1 (OTSG & OCCH assist)	
1.1.4	Receive Medical Threat Brief	Unit Leadership (Medical staff)	OTSG	
1.1.5	Establish debriefing opportunity for Soldiers to integrate deployment experience as a life experience	Unit Leadership	DA G-1 (OCCH assist)	
1.1.6	Document exposures in Theater (DD 2796)	Unit Leadership (Medical staff)	OTSG	

A-49. Chain of Command Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.2.1	Complete investigations, to include LOD, AR 15-6, ROS, etc.	Unit Leadership	DA G-1 (OTJAG assist)	
1.2.2	Plan, coordinate and execute reunion / homecoming ceremonies/activities.	Deployed unit parent HQs & installation HQs	ACSIM	
1.2.3	Begin OERs / NCOERs / awards	Unit Leadership	DA G-1	
1.2.4	Provide DCS information briefing using statement at Appendix 1 to Annex H	Unit Leadership	DA G-1 (OCPA assist)	

A-50. Medical Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.3.1	Identify any recently acquired negative health related problems	Unit Leadership, Medical Health System	OTSG	1.1.6
1.3.2	Refer Soldiers with deployment related problems to appropriate local agency for assistance.	Unit Leadership	OTSG	
1.3.3	Treat and document any adverse or potentially adverse exposures or negative health-related behaviors that occurred during deployment/mobilization	OTSG	OTSG	
1.3.4	Ensure the availability of behavioral health assets in the RAA	OTSG	OTSG	

A-51. In Theater Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.4.1	All early returning Soldiers are identified to the RDC and are provided contact information	Unit Leadership, In-theater approval authority, Army Component Cdr	DA G-1 (HRC, AR-HRC)	
1.4.2	Ensure Personnel Reporting System is updated, provides visibility of all returning Soldiers to Home Station commands & organizations and Redeployment Rosters are transmitted	Unit Leadership, Army Component Cdr, Medical Health System, HRC	DA G-1 (OTSG assist)	
1.4.3	Ensure all returning Civilians are entered/updated in CIVTRACKS	In-Theater supervisor; CRC staff; Supervisor at Home Station	DA G-1 (OTSG assist)	
1.4.4	Provide initial information on taxes, transition entitlements, legal rights/SSCRA, USERA, etc.	OSJA, DFAS	OTJAG (DA G-1 assist)	

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Appendix B

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PSDR RULES OF ALLOCATION (TABLES)

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PSDR Rules of Allocation

SRC	Title	Allocation Rule	Type
12682G000	HR Sustainment Center (HRSC)	1 per TSC	Existence
12413G000	HR Company HQ	1 per 2-6 platoons (Casualty, Postal, R5, or any combination) 1 per Sustainment Bde w/TG (TO) MMT mission	Workload Existence
12567GF00	R5 Platoon HQ	2-3 R5 Personnel Accounting Teams	Workload
12567GG00	R5 Personnel Accounting Team	1 per 600 R5 personnel flow	Workload
12567GB00	Theater Gateway R5 Team	1per Sustainment Brigade with TO or TD Mission	Existence
12567GD00	R5 Plans /Operations Team	1 per HR Co HQ w/1 or more R5 Platoons	Existence
12567GI00	Casualty Liaison Team (CLT)	1 per CSH, MA CO, Corps/Division HQ S1, & HRSC	Existence
12567GH00	Casualty Platoon HQ	1 per 3 to 6 CLTs	Workload
12567GE00	Postal Platoons	1 per 6000 personnel	Workload
12567GA00	Military Mail Terminal (MMT) Tm	1 per Sustainment Brigade with TO or TD mission	Existence
12567GC00	Postal Plans/Operations Team	1 per HR Co HQ with 1 or more Postal Platoons	Existence

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HR EQUIPMENT REQUIREMENTS					
LEVEL	AHRW	VSAT	CAISI	DEERS/ RAPIDS	ID Tag Maker

Appendix B

Battalion S-1	Y				
Special Troops Battalion S-1	Y		Y	Y	Y
Brigade/BCT S-1	Y	Y	Y	Y	Y
HR Ops Cell (Sust Brigade)	Y		Y		
Division G-1	Y	Y	Y		
Corps G-1	Y	Y	Y		
TSC G-1	Y		Y		
ASCC					
HQ	Y		Y		
Postal Div	Y		Y		
Programs & Policy Div	Y		Y		
Manpower Div	Y		Y		
Plans & Operations Div	Y	Y	Y		
OCP	Y	Y	Y		
HRSC					
HQ	Y		Y		
Plans & Operations Div	Y	Y	Y		
PASR/PRM/IM Div	Y	Y	Y		
Casualty Operations Div	Y		Y		
R5 Operations Div	Y		Y		
Postal Operations Div	Y		Y		
Military Mail Terminal (MMT)					
HQ	Y		Y		
Operations Section	Y				
Postal Squad A					
Postal Squad B					
Theater Gateway R5 Team					
HQ	Y		Y		
Operations Section	Y			Y	Y
HR Co					
Command Section	Y	Y	Y		
Support Section	Y				
Maintenance Support Section					
HR Co Postal Plans & Ops Team					
Plans & Operations Section	Y		Y		
Postal Directory	Y				
HR Co R5 Plans & Ops Team					
Plans & Operations Section	Y		Y		
Data Integration Section	Y				
Postal Platoon					
HQ	Y				
Postal Finance Section					
Squad A					
Squad B					
R5 Personnel Accounting Team	Y		Y		
Casualty Liaison Team	Y				
R5 Platoon HQs	Y				
Casualty Platoon HQs	Y				

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Glossary

AA	Active Army
AAFES	Army Air Force Exchange Service
ACM	Afghanistan Campaign Medal
ACPERS	Army Civilian Personnel System
ACSAP	Army Center for Substance Abuse Programs
AD	Active Duty
ADME	Active Duty Medical Extension
ADSW	Active Duty for Special Work
ADT	Active Duty for Training
AER	Army Emergency Relief
AFB	Air Force Base
AG	Adjutant General
AGR	Active Guard and Reserve
AHRC	Army Human Resources Command
AHRS	Army Human Resources System
AMD	Army Manning Document
AKO	Army Knowledge Online
AMC	Army Materiel Command
AMPS	Automated Military Postal System
AMT	Aerial Mail Terminals
AO	Area of Operations
AOC	Area of Concentration
AOR	Area Of Responsibility
APO	Army Post Office
APOD/APOE	Aerial Port of Debarkation / Aerial Port Of Embarkation
ARFOR	Army Forces
ARFOR G-1	Army Forces Assistant Chief of Staff, G-1 (Personnel)
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
AR-HRC	Army Personnel Command (US Army)
ASA	Assistant Secretary of the Army
ASAP	Army Substance Abuse Program
ASCC	Army Service Component Command
ASCC AOR	Army Service Component Command Area Of Responsibility
ASCC G-1	Army Service Component Command Chief of Staff, G-1 (Personnel)
AWOL	Absent Without Leave
BCT	Brigade Combat Team
BDE	Brigade

BN	Battalion
BOG	Boots-On-the-Ground
BSA	Brigade Support Area
BTB	Brigade Troops Battalion (US Army)
C2	Command & Control
CAB	Combat Action Badge
CAC	Common Access Card
CAISI	Combat-Service-Support Automated Information Systems Interface
CAO	Contract Administration Office
CBHCO	Community Based Health Care Organization
CENTCOM	US Central Command
CFLCC/JFLCC C-1/J-1	Coalition Forces Land Component Command / Joint Force Land Component Commander and Joint Staff, Personnel
CFSC	Community & Family Support Center
CHOPS	Chief of Operations
CIS	Citizenship and Immigration Services
CIVTRACKS	Civilian Tracking System
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCMS	Chairman of the Joint Chiefs of Staff Manual
CLT	Casualty Liaison Team
CM	Combat Mission
CMAOC	Casualty and Mortuary Affairs Operations Center
CCDR	Combatant Commander
COD	Casualty Operations Division
CO-EAD	Contingency Operation Extended Active Duty
COMM	Command
CONUS	Continental United States
CONUSA	Continental United States
COPE	Custodian of Postal Effects
COPS	Common Operating Picture Synchronizer
COTTAD	Contingency Operation Temporary Tour of Active Duty
CPAC	Civilian Personnel Activity Center
CRC	Conus Replacement Center
CSH	Combat Support hospitals
CSM	Command Sergeant Major
CSSB	Combat Services Support Battalion
DA	Department of the Army
DAMO-ODM	Department of the Army, Military Operations-Operations Duty Management
DAMO-ODO	Department of the Army, Military Operations-Operations Duty Officer
DA-PAM	Department of the Army Pamphlet
DCIPS	Defense Casualty Information Processing System

DCIPS-FWD	Defense Casualty Information Processing System-Forward
DCS	Deputy Chief of Staff
DD	Defense Department
DEERS	Defense Enrollment Eligibility Reporting System
DFAS	Defense Finance & Accounting Service
DIMHRS	Defense Integrated Military Human Resources System
DIT	Data Integration Team
DMC	Distribution Management Center
DMOS	Duty Military Occupational Specialty
DMPM	Director Military Personnel Management
DMSL	Distribution Management Sub-Level
DoD	Department of Defense
DODI	Department Of Defense Instruction
DRU	Direct Reporting Unit
DSN	Defense Switched Network
DTAS	Deployed Theater Accountability System
DTG	Digital Transmission Group
DUIC	Derivative Unit Identification Code
DUSTWUN	Duty Status Whereabouts Unknown
EAD	Extended Active Duty
EDAS	Enlisted Distribution & Assignment System
EECP	Early Entry Command Post
eMILPO	Electronic Military Personnel Office
EOD	End Of Day
EPS	Essential Personnel Services
EPW	Enemy Prisoner of War
ESC	Expeditionary Sustainment Command
ETA	Estimated Time of Arrival
FDU	Force Design Update
FM	Field Manual
FMIS	Force Modernization Information System
FOB	Forward Operating Base
FORSCOM	Forces Command
FRAGO	Fragmentary Order
FOUO	For Official Use Only
G-1	Personnel and Administration Staff at Corps and Division
GCM	General Court Martial
GCMCA	General Court Martial Convening Authority
GS	General Staff
GWOT	Global War on Terrorism
GWOTEM	Global War on Terrorism Expeditionary Medal

GWOTSM	Global War on Terrorism Service Medal
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HR	Human Resources
HR OPS	Human Resources Operations
HRC	Human Resources Command
HRC DCSOPS	Human Resources Command Deputy Chief of Staff for Operations
HRC-A	Human Resources Command – Alexandria
HRC-STL	Human Resources Command - St. Louis
HROC	Human Resources Operations Cell
HRSC	Human Resources Sustainment Center
IA	Individual Augmentee
IAW	In Accordance With
ICDT	Initiate Inter-Component Data Transfer
ICM	Iraq Campaign Medal
ID	Identification Card
IFR	In-Flight Report
III	Ill (ill)
ILD	In the Line Of Duty
IM	Information Management
IMA	Individual Mobilization Augmentee
IMEA	Installation Management Agency
INCAP	Incapacitation
INIT	Initial
IRR	Individual Ready Reserve
ISB	Intermediate Sustainment Base
ITAPDB	Integrated Total Army Personnel Database
ITO	Invitational Travel Orders
JCS	Joint Chiefs of Staff
JFC	Joint Force Commander
JFHQ-State	Joint Force Headquarters-State
JFLCC	Joint Force Land Component Commander
JIM	Joint, Interagency, and Multinational
JMD	Joint Manning Document
JMPA	Joint Military Postal Activity
JMMT	Joint Military Mail Terminal
JOA	Joint Operations Area
JOR	Joint Operational Requirement
JP	Joint Publication
JPERSTAT	Joint Personnel Status and Casualty Report
JPRC	Joint Personnel Reception Center

JPTA	Joint Patient Tracking Accounting
JTF	Joint Task Force
KIA	Killed in Action
LCC/OC	Land Component Command/Operational Command Post
LD	Local Distribution
LOD	Line Of Duty
LODI	Line Of Duty Investigation
LOGCAP	Logistics Civilian Augmentation Program
LTC	Lieutenant Colonel
M&RA	Manpower and Reserve Affairs
MA	Mortuary Affairs
MACOMs	Major Army Command or Multi-application Computer Module
MAJ	Major
MCA	Mail Control Activities
MCT	Movement Control Team
MDMP	Military Decision Making Process
MED PLT	Medical Platoon
MEDCOM	Medical Command
METT-TC	Mission, Enemy, Troops, Terrain, Time, Civilian Considerations
MFH	Military Funeral Honors
MG	Major General
MHO	Medical Holdover
MIA	Missing In Action
MILPER	Military Personnel
MILPO	Military Personnel Office
MMT	Military Mail Terminal
MODS	Medical Operational Data System
MOS	Military Occupational Specialty
MPD	Military Personnel Division
MPO	Military Post Office
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MRP	Medical Retention Processing
MRPU	Medical Retention Processing Unit
MSG	Master Sergeant
MTF	Medical Treatment Facility
MWR	Morale, Welfare, and Recreation
NCO	Non-Commissioned Officer
NCOER	Non-Commissioned Officer Evaluation Report
NDSM	National Defense Service Medal
NIPR	Non-Secure Internet Protocol Network

NGR	National Guard Regulation
NOK	Next of Kin
NRP	Non-Unit Related Personnel
OASA	Office of the Assistant Secretary of the Army
OCCH	Office of the Chief of Chaplains
OCONUS	Outside Continental United States
OEF	Operation Enduring Freedom
OER	Officer Evaluation Report
OIF	Operation Iraqi Freedom
OMPF	Official Military Personnel File
OPCON	Operational Control
OPLAN	Operations Plan
OPORD	Operation/Operational Order
Ops Cell	Operations Cell
OPTEMPO	Operating Tempo
OSJA	Office of Staff Judge Advocate
OSR	Overseas Service Ribbon
OTJAG	Office of the Judge Advocate General
OTRA	Other Than Regular Army
OTSG	Office of the Surgeon General
P&O TM	Planning and Operations Team
PAI	Personnel Asset Inventory
PAP	Non-Unit Related Personnel
PASR	Personnel Accounting and Strength Reporting
PAT	Personnel Accountability Teams
PCS	Permanent Change of Station
PDES	Physical Disability Evaluation System
PDS	Permanent Duty Station
PDY	Present for Duty
PE	Personnel Effects
PERPAY	Personnel and Pay Integration
HRC	Personnel Command
PERSTAT	Personnel Status
PERSUM	Personnel Summary Reports
PFC	Private First Class
PFO	Postal Finance Officer
PIM	Personnel Information Management
PIN	Personnel Increment Number
PLOT	Postal Plans and Operations Team
PMC	Personnel Management Center
PNA	Postal Net Alert

PNOK	Primary Next Of Kin
POD	Postal Operations Division
POE	Point of Embarkation
POW	Prisoner Of War
PPC	Personnel Processing Center
PPG	Personnel Policy Guidance
PRM	Personnel Readiness Management
PRR	Personnel Requirements Reports
PSB	Personnel Service Battalion
PSC	Permanent Change of Station
PSDR	Personnel Services Delivery Redesign
R&R	Rest And Recuperation
R5	Reception, Replacements, RTD, Rest and Recuperation, and Redeployments
RAPIDS	Real Time Automated Personnel Identification System
RC	Reserve Component
RCM	Rules for Courts-Martial
REFRAD	Release From Active Duty
ROA	Rules of Allocation
RR	Ready Reserve
RRC	Requirements Review Committee
RSOI	Reception, Staging, On-Ward Movement, and Integration
RTCH	Rough Terrain Cargo Handlers
RTD	Return to Duty
SERE	Survival, Evasion, Resistance, Escape
SFC	Sergeant First Class
SGLI	Servicemember Group Life Insurance
SGM	Sergeant Major
SGT	Sergeant
SI	Seriously Injured/Ill
SIPR	Secret Internet Protocol Router
SIPRNET	Secret Internet Protocol Router Network
SITREP	Situation Report
SJA	Staff Judge Advocate
SLA	Special Leave Accrual
SMA	Sergeant Majors Academy
SNOK	Secondary Next of Kin
SOP	Standard Operating Procedure
SPC	Specialist
SPCMCA	Special Court Martial Convening Authority
SPO	Support Operations Section
SPOD/SPOE	Sea Port of Debarkation/Sea Port of Embarkation

SPOT	Synchronized Predeployment Operational Tracker
SRC	Standard Requirement Code
SSPM	Single Service Postal Manager
STB	Special Troops Battalion
SUPP	Supplemental
SUST	Sustainment
TACREC	Theater Army Casualty Records Center
TAG	The Adjutant General
TAMP	Transitional Assistance Management Program
TAPDB	Total Army Personnel Database
TCS	Temporary Change of Station
TDY	Temporary Duty
TG R5	Theater Gateway
TIG	Time in Grade
TIS	Time in Service
TLP	Troop Leading Procedures
TOE	Table of Organization and Equipment
TOPMIS-II	Total Officer Personnel Management Information System – Version II
TPFDD	Time Phase Force and Deployment Data
TPS	Tactical Personnel System
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TSC	Theater Sustainment Command
TTAD	Temporary Tour of Active Duty
TTISSMM	Transit Time Information Standard System for Military Mail
TTP	Tactics, Techniques, and Procedures
UCMJ	Uniform Code of Military Justice
UIC	Unit Identification Code
UMR	Unit Mail Room
UP	Under the Provision
UP RCM	Under the Provision/Rules for Courts-Martial
U.S.	United States
USAF	United States Air Force
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USASOC	United States Army Special Operations Command
USC	United States Code
USO/AFE	United Service Organization/Armed Forces Entertainment
USPS	United States Postal Service
VSAT	Very Small Aperture Terminal
VSI	Very Seriously Injured/Ill

WIA	Wounded in Action
WIAS	Worldwide Individual Augmentation System
WOMA	Warrant Officer Management Act

2673

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